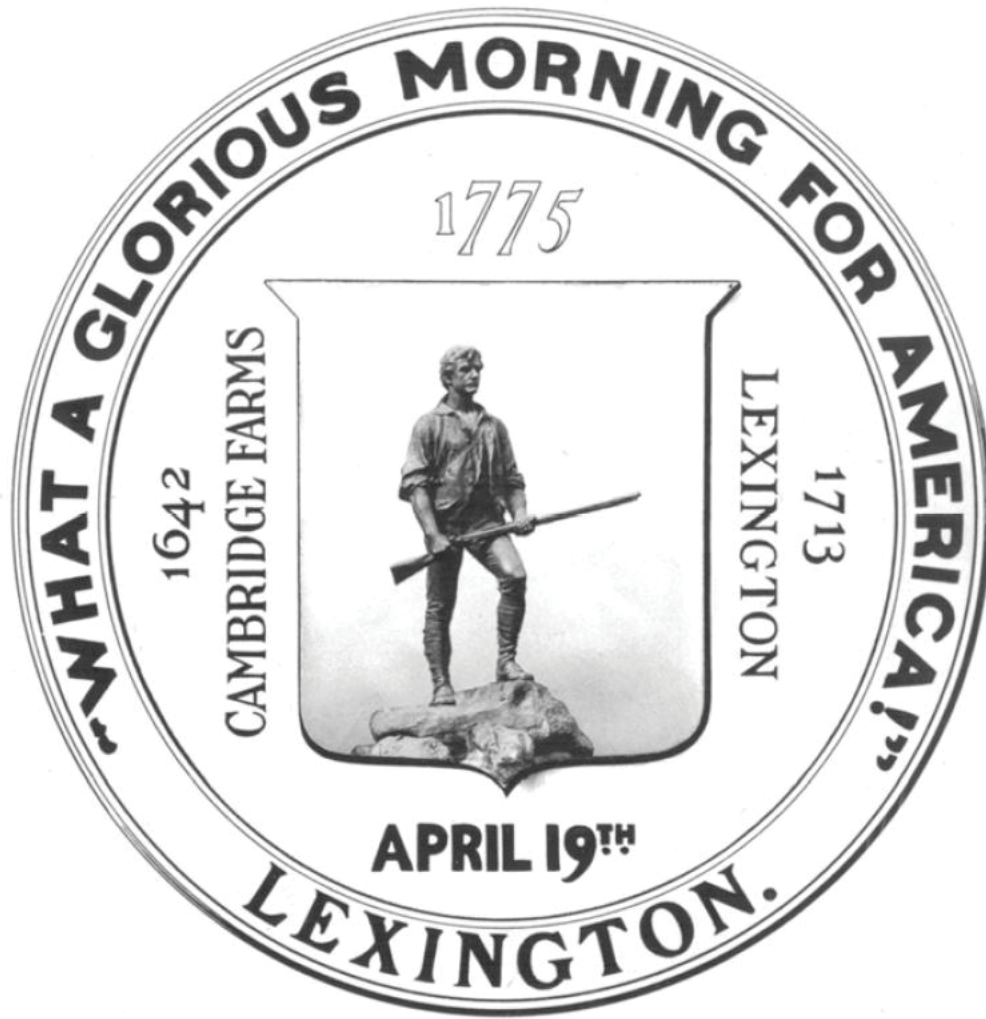


Town of Lexington,
Massachusetts



Fiscal Year 2023
Town Manager's Preliminary Recommended
Budget & Financing Plan
January 10, 2022



Town of Lexington Organizational Chart

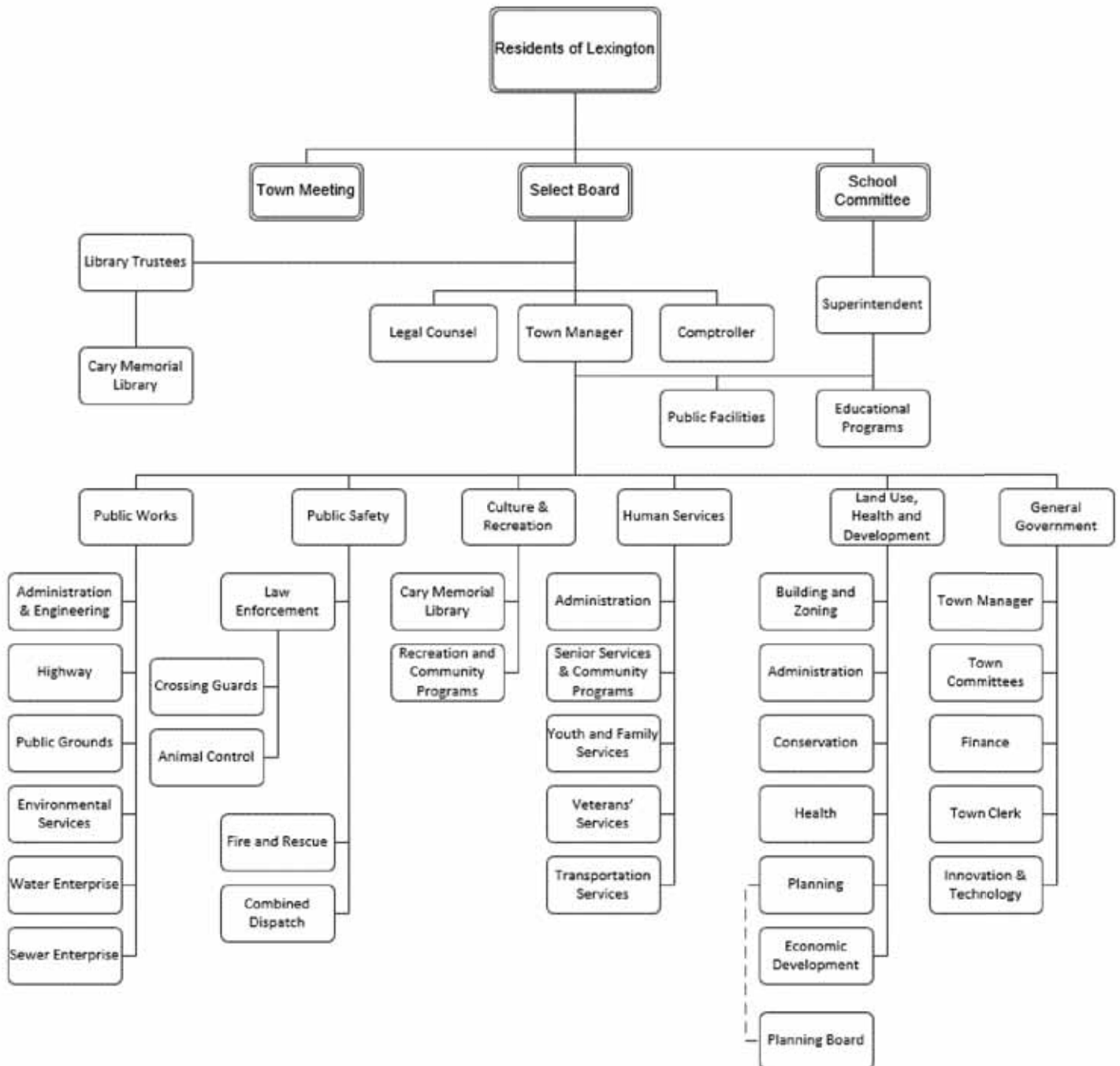


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The budget document outlines the Town's financial plan as recommended by the Select Board. Both the operating and capital budgets are contained in this document. The effective period of this budget is from July 1, 2022 to June 30, 2023.



Budget-In-Brief

Report of the Town Manager

The Budget Message is a letter to the Select Board from the Town Manager in support of the enclosed budget recommendations. The letter provides an overview of the operating and capital budget, identifies significant budget issues, and explains the Town Manager's rationale for budget recommendations.

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The Budget Overview contains several summary tables, which display the schedule of the FY2023 budget process, expenditure and revenue history, and a detailed summary of proposed appropriations for the coming fiscal year.

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Acknowledgments

Preparing a budget document with this level of detail is a significant undertaking. I would like to express my appreciation to Superintendent of Schools Julie Hackett, Assistant Superintendent for Finance and Administration David Coelho, as well as the Senior Management Team and board and committee members who contributed to the development of this budget. I would like to specifically acknowledge Town Accountant Krista Murphy, Director of Assessing Robert Lent, Management Analyst Katharine Labrecque, Human Resources Director Anne Kostos, and Deputy Town Manager Kelly Axtell for their work in preparing the many facets of this document. In addition, the completion of the Town Manager's Preliminary Recommended Budget and Financing Plan is due directly to the analysis and extraordinary efforts of Assistant Town Manager for Finance/Comptroller Carolyn Kosnoff and Budget Officer Jennifer Hewitt.

James J. Malloy, Town Manager

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Town of Lexington

Town Manager's Office

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January 10, 2022

The Honorable Select Board, Appropriation Committee and Capital Expenditures Committee:

I am hereby submitting the FY2023 Town Manager's Preliminary Budget and Financing Plan for your review. Our primary goal has been to develop a budget and financing plan that maintains a high level of municipal and school services while remaining sustainable for the community in the long term. We strive to articulate this plan in a transparent manner through the leadership actions, behaviors and visions of the Select Board and various policy and advisory committees.

A Sustainable Budget: Budgets are about priorities and should be strategic in explaining what we do, why we do it, when we do it, and how we propose to invest the resources of our taxpayers to achieve the results our community desires. While focusing on long-term priorities sometimes takes a back seat to the immediate demands placed on Town officials, it is important to strike a balance among competing demands. We hope this document is helpful in this regard.

It should be acknowledged that the Town has weathered many challenges through the past two fiscal years, yet we remain in very solid financial position due to conservative budgeting and strong fiscal management. The Town's greatest budget challenges in FY2023 will continue to be economic uncertainty resulting from the pandemic, including inflation, supply chain delays, availability of contract labor and negative impacts on local receipts. This budget was built with these challenges in mind, and we expect the Town will maintain a sound financial position leading up to and throughout FY2023.

The FY2023 budget is balanced and based on a 4.38% increase in revenue as projected in the Town's Revenue Allocation Model. This modest level of growth is sufficient to maintain contractual obligations and current levels of service, and will allow for limited program improvements to address Board priorities, while remaining cognizant of long-term financial policies and goals.

In addition to the budget presented here, the Town has the opportunity to utilize \$9.9 million in Federal funds that were directly allocated to Lexington via the American Rescue Plan Act (ARPA). This federal grant funding is available through calendar year 2026 and will supplement the Town's budget over the next four years. ARPA funds will be utilized to maintain public health and safety, replace lost revenue, restore and maintain town services and infrastructure, support economic recovery, and assist those residents and businesses disproportionately impacted by the pandemic.

A Transparent Budget: In preparing this Preliminary Budget, Town and School department staff strived to create a document that presents the budget in a manner that meets the requirements and expectations of our boards, committees, Town Meeting members and residents. The best way to explain Town operations, in depth and for the critical eye, is for Town officials to be transparent in

everything we do. This FY2023 Preliminary Budget proposes \$259 million in General Fund spending, \$33 million in Enterprise Fund spending, \$4 million in Revolving Fund spending and \$69 million in capital projects. We believe this document is comprehensive enough so that readers understand where Town revenue comes from and what they are spent on, yet succinct enough that the details are not overwhelming. Staff and I will continue to endeavor to improve not only this document, but the budgeting process and will continue to strive to provide improvements and welcome comments and suggestions in order to provide a better communicated budget in the future.

The operating and capital budget the Board recommends to Town Meeting is the single most important policy document considered each year, as the budget is the one-year spending plan based on the Board's strategic priorities. It reflects many competing interests, but in the end has been, and should continue to be, a reflection on what is best for the Town as a whole.

As always, the Senior Management Team and I remain committed to working with the Select Board, School Department and financial committees in striking a balance in the allocation of projected revenues for Town services, educational programs and capital improvements. We look forward to working with you to address the Town's challenges in the coming years.

Very truly yours,

James J. Malloy

Town Manager

Preliminary Budget - In Summary

This budget, as submitted, is **balanced** given the revenue assumptions shown in Section II of this document, and presented at Financial Summit II and subsequently updated.

Town Manager's Overall Recommendations

In light of the goals and priorities of the Select Board and the discussions at Fiscal Summits I & II, this preliminary budget includes the following key recommendations:

- **Municipal and School Department Revenue Allocations** - At Financial Summit II, a Revenue Allocation Formula was presented which projected an available funding increase of 4.38%. The Town Manager's recommended budget, including recommended program improvements, fully expends the allocation for municipal services. The Superintendent of Schools' recommended budget fully expends the allocation for the schools.
- **Municipal Program Improvement Requests (PIR's)** - Senior managers submitted a total of \$1,599,344 in municipal program improvement requests, of which \$446,313 are being recommended. This includes \$127,000 in the Recreation Enterprise Fund to restore services to pre-pandemic levels.
- **Capital Budget** - This Preliminary Budget includes recommendations for \$69 million in capital projects, including those identified as priorities by the Select Board, as well as the typical capital programs included in the capital plan in order to maintain the Town's infrastructure. Of this amount, \$25.9 million is sourced from available funding sources, such as the tax levy, user charges, Free Cash and retained earnings, the Community Preservation Act (CPA), and other funds. The remaining amount will be debt financed, including \$32.8 million that is recommended to be excluded from the limits of Proposition 2½.
- **Reduced Reliance on Free Cash for Operating Budget** - The FY2023 budget utilizes \$1.5 million in Free Cash to support the operating budget, down from \$3.74 million in FY2019, \$2.9 million in FY2020, and \$2.2 million in fiscal years 2021 and 2022. Implementation of this fiscal guideline has begun showing results by increasing funds available for cash capital, thereby reducing within levy debt service. Staff anticipate completing this transition in the FY2025 budget recommendation.
- **Capital Stabilization Fund (CSF)** - The Town has utilized the CSF over the last several years to create stability in the Town's obligated debt service, and has reaffirmed the intention to continue this practice in the coming years. Given the capital projects recently approved, and those proposed to be funded over the next five years, \$3,085,296 is recommended to be added to the CSF for FY2023.
- **Dedicated Tax Levy for CSF** - The FY2023 budget includes the implementation of a **newly adopted** fiscal guideline to dedicate new tax levy growth from specific properties to increase reserves for future capital projects. At Fall 2021 Special Town Meeting, \$57,138 was transferred to the CSF from the tax levy under this new guideline. That amount continues into FY2023 and is anticipated to grow significantly once new levy growth for the targeted properties is calculated for FY2023. Fall 2022 Special Town Meeting will be asked to transfer that further amount to the CSF.
- **Unallocated Revenues** - In planning the proposed operating and capital budget, there are unknowns in revenue projections (e.g., State Aid), proposed operating budgets (e.g., employee benefits/health insurance), certain capital project estimates, as well as potentially competing priorities of the Select Board, School Committee and the financial committees. This preliminary

budget provides \$500,000 in unallocated funds that can be directed towards any of these purposes during the review and vetting process.

Select Board Priorities

This preliminary FY2023 budget is responsive to many of the priorities identified by the Select Board during its annual goal-setting meetings, and in response to needs arising throughout the year, including:

- **Construction of a new Police Station:** Fall 2021 Special Town Meeting approved funding for the final design of a new Police Station at 1575 Massachusetts Avenue. This budget recommends construction funding for the new Police Station be approved at the 2022 Annual Town Meeting, which will be followed by referendum to exclude debt service on this facility from the limits of Proposition 2½. The FY2023 budget also includes funds to support operations at the temporary Police facility at 173 Bedford Street while the new Police Station is being built.
- **Support for Public Health and Safety:** This budget includes funding to permanently transition our existing part-time Public Health Nurse into a full-time position. ARPA funding will continue to support temporary health department staff and contact tracers throughout the pandemic. This budget also includes program improvement recommendations to fund a training manikin for paramedics to practice their life-saving skills in non-critical situations, and additional training for police officers to support the new requirements under the state's police certification program.
- **Community Mental Health Programs:** The pandemic has created a new wave of mental health challenges, and our Municipal and School Departments continue to support a joint mental health initiative. This includes a contract with the William James Interface Mental Health Referral Services, which is shared between the Municipal and School Department budgets. In addition, the Town expects to utilize ARPA funds to provide additional mental health support by adding a clinician to the Human Services staff.
- **Pedestrian, Bicycle and Vehicle Safety on Town Roads:** Overall, \$3,669,767 is recommended for the construction of new Sidewalks; existing Sidewalk Improvements; and Street Improvements. This budget also includes funding for an additional crossing guard at the Hasting Elementary School.
- **Sustainability:** Departments have begun implementing the Select Board's electric vehicle policy, and have factored increased costs into planned vehicle purchases at Recreation, Facilities, and Police.
- **Select Board Planning and Goal Setting:** This budget includes funding for a facilitated goal-setting process that will assist the Select Board and the Town manager in prioritizing Town initiatives and effectively allocating staff time and resources.
- **Fiscal Stability:** Contributions to both the Capital Stabilization and Other Post-Employment Benefit (OPEB) Funds were put on hold in FY2021 due to uncertainty over the pandemic, but resumed in FY2022 and continue in FY2023. In addition, this budget implements the new fiscal guideline discussed above to dedicate a portion of the tax levy to the CSF to align with long-term capital spending.

Budget Highlights

This document includes General Fund operating budgets, the Capital budget, Enterprise Fund budgets and proposed Community Preservation Act funded projects.

A comparison of the FY2022 appropriated budget to the FY2023 recommended General Fund budget is shown below:

Table 1	FY2022 Appropriated	FY2023 Recommended Budget	\$ Change	% Change
Lexington Public Schools*	\$ 123,376,981	\$ 128,254,447	\$ 4,877,466	4.0 %
Minuteman High School	\$ 3,130,038	\$ 3,223,898	\$ 93,860	3.0 %
Shared Expenses	\$ 64,540,037	\$ 64,990,303	\$ 450,266	0.7 %
Municipal Departments	\$ 42,920,017	\$ 44,802,554	\$ 1,882,537	4.4 %
Cash Capital-Tax Levy and Available Funds	\$ 10,136,491	\$ 11,143,037	\$ 1,006,546	9.9 %
Other**	\$ 6,541,910	\$ 6,159,945	\$ (381,965)	(5.8) %
Total - General Fund Only	\$ 250,645,474	\$ 258,574,183	\$ 7,928,709	3.2 %

*LPS Appropriated budget for FY2022 reflects \$500,000 from Special Education Stabilization Fund. Without that funding, the incremental FY2023 change is \$5.38 million, or 4.38%.

**Other captures Unallocated revenue, contributions to the Capital Stabilization and OPEB Trust Funds, and various other expenses.

Preliminary Budget and Financing Plan

To facilitate review of this document, some of the salient aspects of this budget are highlighted below:

1. FY2023 Projected Revenues

- **Revenue Projections (Section II)** - General Fund operating revenues are projected to increase by \$7,928,710 or 3.2% over FY2022 estimated revenues. Lexington's projected and actual revenue growth for prior years is shown below:

	<u>Projected</u>	<u>Actual</u>		<u>Projected</u>	<u>Actual</u>
FY2023	3.2%		FY2017	2.8%	3.3%
FY2022	7.0%		FY2016	4.2%	6.8%
FY2021	3.6%	2.5%	FY2015	3.6%	2.6%
FY2020	3.5%	3.4%	FY2014	6.9%	9.4%
FY2019	3.6%	3.6%	FY2013	4.7%	4.7%
FY2018	4.6%	6.6%	FY2012	4.0%	4.6%

- **Revenue Allocation Model** - Each year, the Town Manager recommends the allocation of projected revenues that can be applied to fund the operating budget in the next fiscal year. This model was developed in 2006 by the Town Manager, Assistant Town Manager for Finance and Superintendent of Schools and is reviewed annually. The FY2023 model was reviewed by the Select Board, financial committees and School Committee at Financial Summit II and projected \$7.27 million in new revenue to be allocated, which represents a 4.4% increase in available budgeted amounts from the prior year.

The amounts shown in this Preliminary Budget and Financing Plan represent the Town Manager's and Superintendent of School's recommended FY2023 budgets, inclusive of

benefits for new employees. The Superintendent's budget is pending review and adoption by the School Committee. All budgets are pending review and adoption by the Select Board.

- **Future Revenue Considerations** - While not included in this preliminary Budget, staff continue to examine options for creating a **Stormwater Enterprise Fund** to be funded by a **Stormwater Management Fee**. The Town is now expending nearly \$2,500,000 annually as part of the capital and operating budgets to improve and maintain drainage townwide, to comply with its National Pollution Discharge Elimination system (NPDES) permit, and manage the stormwater regulations, in addition to over 1.5 FTE of Engineering staff time. Stormwater management is an important local, state and national concern. While Lexington's NPDES permit was based on the original 2003 issuance, regulation levels have been strengthened and we are now under new EPA regulations which are much more prescriptive and stringent. Capital and operating budget impacts will increase as the NPDES permit continues and our infrastructure continues to age. In anticipation of this mandated program and the ever-increasing costs of managing stormwater, a number of municipalities nationwide have instituted a Stormwater Management Fee, including 21 in Massachusetts. Over the last year, staff have presented the Select Board with a preliminary framework, fee options, and implementation timeline for a new Stormwater Enterprise Fund. The Town expects to seek public input on the framework and further refine plans over the coming year, and intend to have a recommendation prepared for the 2023 Annual Town Meeting.

2. Departmental Budget Summary

- a. **Section III** of this document reflects the School Department operating budget proposed by the Superintendent of Schools and summarized in the table shown below:

Lexington Public Schools	FY2022 Appropriation*	FY2023 Superintendent's Recommended Budget	\$ Change	% Change
Compensation/Expenses	\$ 123,376,981	\$ 128,254,447	\$ 4,877,466	3.95%

FY2023 change is \$5.38 million, or 4.38%.

The Superintendent's proposed budget, presented to the School Committee on January 4, 2022, can be found on the School Department Website at <https://sites.google.com/lexingtonma.org/lps-finance-and-operations/fy-23-budget>.

- b. **Section IV** of this document includes all Shared Expenses. Overall, Shared Expenses are increasing by \$450,266 or 0.7%.

A summary table of Shared Expenses is shown below:

Shared Expenses	FY2022 Appropriated	FY2023 Recommended Budget	\$ Change	% Change
Contributory Retirement	\$ 7,417,500	\$ 8,159,250	\$ 741,750	10.00 %
Non-Contributory Retirement	\$ 16,327	\$ 16,777	\$ 450	2.76 %
Employee Benefits	\$ 31,370,733	\$ 32,743,388	\$ 1,372,655	4.38 %
Unemployment	\$ 200,000	\$ 200,000	\$ —	— %
Workers Compensation	\$ 750,000	\$ 625,000	\$ (125,000)	(16.67) %
Property & Liability Insurance	\$ 845,000	\$ 895,000	\$ 50,000	5.92 %
Uninsured Losses	\$ 250,000	\$ 200,000	\$ (50,000)	(20.00) %
Solar Producer Payments	\$ 390,000	\$ 390,000	\$ —	— %
Within-Levy Debt Service*	\$ 10,397,112	\$ 8,341,580	\$ (2,055,532)	(19.77) %
Reserve Fund	\$ 750,000	\$ 750,000	\$ —	— %
Facilities Department	\$ 12,153,365	\$ 12,669,307	\$ 515,942	4.25 %
Total	\$ 64,540,037	\$ 64,990,303	\$ 450,266	0.70 %

*This is gross within-levy debt service, excluding any use of the Capital Stabilization Fund and other reserve accounts. FY2022 was the last year for repayment of the land purchases on Pelham Rd. and Bedford St., which is the reason for the significant decrease.

- c. **Sections V to X** of this document include the recommended budgets for each municipal department. Municipal department managers initially submit level-service budget requests. A level-service budget is defined as the funds necessary to replicate the current level of services provided and to meet all legal requirements, including collective bargaining requirements and State or federal mandates. Any increases proposed beyond level-service are shown in each departmental budget as Program Improvement Requests (PIRs) submitted by the Department manager for evaluation by the Town Manager. A table of all Program Improvements Requests can be found in the Appendix, located in Section XII of this document.

Key PIR recommendations in the FY2023 municipal department budgets include:

1. Increasing the public health nurse position from 21 hours to 35 hours per week (\$36,184) to provide greater support to the position and the Board of Health during the pandemic response and beyond;
2. Providing support to backfill shifts to allow police officers to attend additional training required under the new state police certification program, including training for diversity, equity and inclusion (DEI), fair and impartial policing (FIP) and deescalation (\$42,447);
3. Purchasing an advanced life support training and simulation manikin (\$48,633) to create real-time life threatening scenarios to challenge and enhance the skills of paramedics;
4. Expanding use of electronic poll pads (\$30,500) to all precincts in Lexington, to increase efficiency and reduce paper waste;
5. Supporting the temporary move of the police station during construction, when the police department will not have access to a holding cell and will need to collaborate with other communities or the Middlesex sheriff to house detainees (\$45,450);
6. Providing enhanced administrative support to the public works department by upgrading the management analyst from 21 hours to 35 hours per week (\$24,471);

7. Supporting the Select Board's goal-setting process (\$20,000) via a consultant to facilitate the process and drive more efficient outcomes;
8. Increasing the administrative support for Innovation and Technology by increasing the weekly hours for their administrative assistant from 15 to 19 (\$6,937);
9. Providing maintenance expenses (\$5,000) for a planned redundant fiber network that will be installed by Innovation and Technology using American Rescue Plan Act (ARPA) funding in Summer 2022; and
10. Reprinting brochures for the ACROSS Lexington trail network (\$5,000).

The following table provides a summary of the FY2022 to FY2023 municipal department budget requests, as recommended by the Town Manager:

Municipal Budgets*	FY2022 Appropriated	FY2023 Recommended Budget	\$ Change	% Change
Public Works	\$ 11,528,143	\$ 11,968,145	\$ 440,002	3.8%
Police	\$ 8,144,147	\$ 8,265,377	\$ 121,230	1.5%
Fire	\$ 7,969,310	\$ 8,068,468	\$ 99,158	1.2%
Library	\$ 3,156,348	\$ 3,336,219	\$ 179,871	5.7%
Human Services	\$ 1,277,465	\$ 1,527,421	\$ 249,956	19.6%
Land Use Departments	\$ 2,693,989	\$ 2,792,613	\$ 98,624	3.7%
Select Board	\$ 1,259,808	\$ 1,298,802	\$ 38,994	3.1%
Town Manager	\$ 1,215,714	\$ 1,245,753	\$ 30,039	2.5%
Salary Adjustment Account	\$ 313,529	\$ 826,422	\$ 512,893	163.6%
Town Committees	\$ 65,233	\$ 70,160	\$ 4,927	7.6%
Finance	\$ 2,004,608	\$ 2,048,151	\$ 43,543	2.2%
Town Clerk	\$ 502,431	\$ 627,297	\$ 124,866	24.9%
Innovation & Technology	\$ 2,789,292	\$ 2,727,727	\$ (61,565)	(2.2)%
Total	\$ 42,920,017	\$ 44,802,554	\$ 1,882,537	4.4%

Proposed Appropriations Into Reserves/Trust Funds

The Town maintains a variety of reserve funds. This includes stabilization funds that can be used to balance the budget in times of economic downturn or volatility, (General Stabilization Fund, SPED Stabilization Fund); Specialized Stabilization funds that can be used for specific purposes (Capital Stabilization Fund); OPEB and Pension funds to cover future liabilities, and a General Fund reserve (\$750,000) which is set aside in the operating budget for extraordinary and unforeseen expenses within the fiscal year and can be allocated at the recommendation of the Appropriation Committee.

The proposed budget includes recommendations to increase certain reserves/trusts that are for targeted purposes. The table below presents the current balance of our larger reserve funds:

Reserve Fund	General Stabilization	Special Education Stabilization	Other Post Employment Benefits (OPEB)	Capital Stabilization
Balance as of December 31, 2021	\$10,105,151	\$652,513	\$20,597,529	\$26,227,745

OPEB Trust Fund - The purpose of this Trust fund is to continue to fund the Town's Retiree Health Insurance Liability. The Town's most recent actuarial valuation calculated the net OPEB liability to be approximately \$127 million.

Recent Appropriations into the Other Post Employment Benefits (OPEB) Trust Fund

FY2017 Appropriated	FY2018 Appropriated	FY2019 Appropriated	FY2020 Appropriated	FY2021 Appropriated	FY2022 Appropriated	FY2023 Recommended
\$1,512,318	\$1,842,895	\$1,842,895	\$1,885,486	\$750,000	\$1,885,486	\$1,935,486

Capital Stabilization Fund (CSF) - The Town has recently completed a number of significant capital projects, including a new Hastings Elementary School, a new facility for the Lexington Children's Place (LCP), a new Fire Station Headquarters, and a new Visitors Center. In addition, construction is underway for the Center Streetscape project and is anticipated in the coming year for a new Police Station. Finally, the Town is planning a feasibility study for renovating or reconstructing Lexington High School which will be presented for funding in the near future.

A key aspect for funding these projects has been to set aside one-time revenues to build the Capital Stabilization Fund (CSF) and then use a portions of the CSF in future budgets to materially reduce the property tax impact of these projects on taxpayers. This approach has generated healthy balances in the CSF, which have been successfully used to mitigate the impact of the Hastings School, LCP and Fire Station. A Fiscal Guideline Working Group was formed to review this approach and propose updates, which resulted in a new fiscal framework for the CSF.

At fiscal summits in September, October and December 2021, policy makers endorsed a new fiscal framework to dedicate to the CSF the new tax levy growth generated from projects approved at Town Meeting for a Preliminary Site Development and Use Plan (PSDUP), as well as for many of the new projects approved under the revised zoning on Hartwell Avenue. The amounts dedicated to the CSF are expected to grow significantly over the next few years. The initial FY2023 set aside (\$57,138) can be found in Table 1A of the Revenue section. That amount is expected to grow significantly once FY2023 new levy growth is calculated; Fall 2022 Special Town Meeting will be asked to transfer that further amount to the CSF.

The accumulated CSF balance will be available to either mitigate annual increases in debt service, or fund projects with cash. Once new exempt debt for the high school comes due, the ongoing annual revenue stream can be diverted to cover part of the debt service payments. Each of those approaches allows for flexibility in capital planning and reduces dramatic impacts to taxpayers from a high school construction project. In addition, one-time revenues will continue to be dedicated to the CSF, as available during the annual budget process; this budget proposes to transfer \$3,085,296 to the CSF in FY2023.

Below is the current plan for the use of the Capital Stabilization Fund to mitigate the property tax impact of the projects noted above, as well as the two middle school additions/renovations and the elementary school modular classrooms approved by the voters in May 2016.

Capital Stabilization Fund (CSF)	FY2019 Appropriated	FY2020 Appropriated	FY2021 Appropriated	FY2022 Appropriated	FY2023 Proposed Allocation
Appropriated One-Time Sources for CSF	\$ 3,560,335	\$ 2,269,456	\$ —	\$ 3,730,836	\$ 3,085,296
Dedicated Tax Levy Growth for CSF	\$ —	\$ —	\$ —	\$ 57,138	\$ 57,138
Prior Year Balance	\$ 28,597,934	\$ 27,727,713	\$ 25,229,254	\$ 20,674,058	\$ 21,672,549
Investment Income	\$ 642,944	\$ 432,085	\$ 44,804	\$ 10,518	
Subtotal - Available for Appropriation	\$ 32,801,213	\$ 30,429,254	\$ 25,274,058	\$ 24,472,549	\$ 24,814,984

Appropriation From Stabilization Fund

Excluded Debt Service Tax Relief	\$ 4,500,000	\$ 5,200,000	\$ 4,600,000	\$ 2,800,000	\$ 800,000
Within Levy Debt Service	\$ 573,500	\$ —	\$ —	\$ —	\$ —
Subtotal	\$ 5,073,500	\$ 5,200,000	\$ 4,600,000	\$ 2,800,000	\$ 800,000
Projected Balance of Fund	\$ 27,727,713	\$ 25,229,254	\$ 20,674,058	\$ 21,672,549	\$ 24,014,984

Capital Budget (Section XI)

The proposed capital budget continues to make important progress in addressing the Town's list of planned capital projects. The capital budget recommendations include \$69 million for a variety of capital projects for FY2023.

Capital Requests Summary

	Free Cash/ Tax Levy	Other Funding Sources	Debt	Total	Other**
General Fund	\$ 10,594,290	\$ —	\$ 8,288,000	\$ 18,882,290	\$ —
Excluded Debt Projects	\$ —	\$ —	\$ 32,800,000	\$ 32,800,000	\$ —
Other Funding & Chapter 90	\$ —	\$ 548,747	\$ —	\$ 548,747	\$ 982,231
Water Enterprise	\$ —	\$ 2,420,000	\$ —	\$ 2,420,000	\$ —
Sewer Enterprise	\$ —	\$ 945,000	\$ 2,220,000	\$ 3,165,000	\$ —
Recreation Enterprise	\$ —	\$ 95,000	\$ —	\$ 95,000	\$ —
Community Preservation Act*	\$ —	\$ 11,322,556	\$ —	\$ 11,322,556	\$ —
Total (all Funds)	\$ 10,594,290	\$ 15,331,303	\$ 43,308,000	\$ 69,233,593	\$ 982,231

*Includes both Town and non-Town CPA funded projects.

**Other represents Chapter 90 Aid for street improvements. This item does not require a Town Meeting appropriation.

In 2020, the Department of Public Facilities (DPF) conducted an evaluation of the Town's building-related capital assets. This study produced a detailed report on the current condition of DPF assets, including a 20-year Master Plan and schedule for renovating or replacing all town buildings and related systems. Due to the volume and timing of the report, and DPF's focus on ensuring ongoing operations at town and school buildings during the pandemic, changes to the existing capital plans have not been incorporated into the FY2023 budget. Staff are working to prioritize the plan in a way that is financially feasible and best protects the Town's capital assets. We expect to present the new recommendations to policy makers in early 2022, and anticipate implementing the new plan in the FY2024 budget.

LHS Feasibility Study - In 2019 and 2020, the School Committee submitted a Statement of Interest (SOI) to the Massachusetts School Building Authority (MSBA) to evaluate LHS for insufficient educational capacity and system upgrades. Neither of the SOIs were selected to move forward. In February 2021, the School Committee submitted a third SOI to the MSBA and expects to hear if the LHS project is selected in Spring 2022. Should the MSBA select the Lexington SOI, funding would be required for a Feasibility Study. The Town Manager has established a working group to review the anticipated site plan for the new high school, including any and all restrictions on the property, anticipated footprint, and other logistical concerns to allow for quick action once an invitation from the MSBA is received.

Lexington Police Station Construction - In FY2017, the Town appropriated \$65,000 for a feasibility study to consider locations for constructing a new Police Station. In FY2018, the Town funded the design and engineering of a new Police Station at its current location, 1575 Massachusetts Avenue. In 2021, the Town engaged in a community conversation regarding diversity, equity, inclusion and the future of policing which affirmed some design elements of the building. At the Fall 2021 Special Town Meeting, \$870,000 was appropriated for finalizing design, and constructing swing space. For the 2022 Annual Town meeting, funding will be requested for the demolition and reconstruction of the Police Station, with a debt exclusion referendum to follow.

Water and Sewer Fund Debt Management - Ongoing Main Replacement Program - Beginning in FY2021, the Water and Sewer Budgets were presented with cash capital items replace water and sewer mains. The Town's practice has been to renew, rehabilitate and replace water and sewer mains on an ongoing basis as determined by their condition, break history and anticipated remaining useful life. This work had been funded with debt (approximately \$2.2 million per year in the Water Fund and \$1 million per year in the Sewer Fund). The intention is to transition the funding mechanism over a ten-year period from debt financed to cash funded from user charges.

For FY2023 the recommendation to phase-out annual debt financing continues with \$600,000 in cash capital to be paid by fees in the Water Fund, and \$300,000 in cash capital to be paid by fees in the Sewer Fund. Once complete, this transition will save a significant amount of annual debt service expenses for both funds.

Policy Issues

Policy issues to be reaffirmed or addressed by the Select Board in finalizing this preliminary budget include:

- **Dedicate New Tax Levy Growth to the Capital Stabilization Fund (CSF)** - Whether to support the initial transfer of new tax levy growth into the CSF. The December 2 Fiscal Summit endorsed the new fiscal framework, which will be implemented via a transfer of \$57,138. This amount is expected to grow in future years as new projects are completed. The contributions and future dedicated revenues are anticipated to be applied in future budgets to offset the debt service from the renovation or reconstruction of Lexington High School.
- **Appropriate into the CSF** - Whether to support the appropriation of \$3,085,296 of one-time revenues into the CSF. The Select Board has approved an overall plan to use this fund, in FY2023 and future years, to offset debt service for planned capital projects funded both within the tax levy and excluded from the limits of Proposition 2½. The current year contribution is expected be applied in future budgets to offset the debt service from a renovation or reconstruction of Lexington High School.

- **Expand Use of Cash Capital** - The Town is fortunate to have access to sizeable levels of Free Cash as of June 30, 2021. This is due to three main factors - 1) the final payment for the land purchases at 171/173 Bedford St. and Pelham Rd. will occur in FY2022; 2) spending was somewhat constrained in FY2021 due to the pandemic, and many pandemic-related expenses were able to be charged to funds from the CARES Act; and 3) funding was set-aside in anticipation of revenue shortfalls, particularly in State Aid, that did not materialize. For FY2023, a total of \$7,004,983 in Free Cash is recommended to fund capital items with cash rather than by issuing debt, thereby reducing future debt service expenses. This breaks down into maintaining the FY2022 funding level (\$4,900,531), adding the amount transitioned from operating budget support (\$700,000), and utilizing \$1,404,452 of additional free cash that is available for FY2023.
- **Appropriate from the Capital Stabilization Fund for Excluded Debt Service** - Whether to appropriate \$800,000 from the Capital Stabilization Fund to mitigate excluded debt service. This recommendation is consistent with previous discussions at Financial Summits and will offset debt service for recently completed construction projects.
- **Appropriate into the Other Post-Employment Benefits (OPEB) Trust Fund** - Whether to support the appropriation of \$1,935,486 into the OPEB Trust Fund. This amount is comprised of \$1,179,721 from free cash, \$750,000 made available from the Health Insurance Claims Trust Fund, and \$5,765 from Enterprise Funds.
- **Unallocated Revenues for Contingencies** - The recommended budget includes \$500,000 in unallocated revenues sourced from Free Cash which is a one-time revenue source and can be allocated if needed for three primary purposes:
 1. To balance the budget if State Aid is less than projected. The Legislature will likely not approve the FY2023 State budget until after the conclusion of Town Meeting;
 2. To fund programs, services, capital projects or reserves not currently proposed in this Preliminary Budget; and/or
 3. To balance the budget if the GIC health insurance premiums are greater than estimated. The Town's health insurance rates, as established by the Group Insurance Commission (GIC), will not be known until early March. Since the GIC is currently re-procuring its plans, and there are known mergers and cancellations, there is considerably more uncertainty than usual.
- **Reduce/Eliminate the Use of Free Cash to balance the General Fund Operating Budget** - The Town has been appropriating a portion of its certified free cash to offset annual operating budget costs. The Government Finance Officers Association (GFOA) recommends against using non-recurring revenues to balance the operating budget. In FY2019, Lexington used \$3.74 million of free cash (non-recurring revenues) to balance the General Fund operating budget, which was subsequently reduced to \$2.9 million in FY2020, and \$2.2 million in FY2021. The effort was paused in FY2022 in light of fiscal constraints caused by the pandemic, and has resumed in FY2023, reducing the total Free Cash support for the operating budget to \$1.5 million.

Additional policy considerations to be discussed either during finalization of the FY2023 budget, or in anticipation of future budgets, include the following:

- **Recreation** - As a self-funding entity, the Recreation and Community Programs department had a significant fiscal impact from the pandemic shutdown, which cancelled most in-person activities in 2020. The Town provided additional support for both FY2021 and FY2022, \$400,000 and \$795,319, respectively, in direct support and relieved transfers. The proposed FY2023 budget resumes normal operations. This situation has highlighted a tenuous funding arrangement for this Enterprise Fund, and staff are working to review the current funding structure, and may recommend a revised plan for the FY2024 budget and beyond.
- **Visitors Center and Liberty Ride Revolving Funds** - These funds are intended to be self-supporting, but each has encountered financial challenges in various forms over the past few years, and both programs' operations were significantly impacted by the pandemic. The FY2023 budget restructures the Visitors Center's (VC) financial framework to fund the VC Manager from the Economic Development operating budget, move the Battle Green guides to the VC budget, and reduce direct General Fund support for VC operations. These changes will provide funding stability for VC operations going forward. Discussions about Liberty Ride operations are ongoing. Despite operating a reduced schedule, the Liberty Ride did not break even during 2021. Staff are working to issue a new bid for operating the service during the 2022 season and beyond.

Budget Schedule






This is a comprehensive budget, including both the Town Manager's recommendations and the Superintendent of School's proposed budget. In keeping with the schedule established by the Select Board, the key FY2023 budget dates are:

- **January 13, 2022** - Summit III to review this Preliminary budget;
- **February 7, 2022** - Select Board to vote recommended FY2023 budget;
- **February 25, 2022** - The recommended budget will be forwarded, electronically, to the Appropriation Committee, Capital Expenditures Committee and Town Meeting Members. Printed copies to follow the week of March 14th.
- **March 28, 2022** - Earliest date Town Meeting may consider financial articles.

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FY2023 Budget Process

	July	August	September	October	November	December	January	February	March	April	May	June
Elections												
Town Meeting					STM							
Town Manager												
Summit			FG	I		II	III					
Select Board												
School Cmte.												
Calendar Year 2021						Calendar Year 2022						

Important Dates

July 2021		January 2022	
Issuance of Capital and Operating Budget Guidelines		Submittal of Superintendent's Recommended Budget to SC January 4th	
September 2021		 Submittal of Manager's Recommended Budget to Select Board January 10th	
FG	Fiscal Guideline Summit - review FY2021 results Town Manager Review of Capital Budget Requests	September 22nd	 School Committee Hearings on Budget January 11th
October 2021		 Budget Summit III - Review of Town Manager's Preliminary Budget January 13th	
I	Budget Summit I - Financial Indicators & Projections Town Manager Review of Operating Budget Requests	October 8th	February 2022
November-December 2021		Select Board Vote on FY2023 Recommended Budget February 7th	
STM	Special Town Meeting	November 8-18	 FY2023 Recommended Budget submitted to Town Meeting February 28th
II	Budget Summit II - Revenue Projections and Revenue Allocation Municipal Budget Presentations for Select Board	December 2nd Nov. 30, Dec. 1, 7	March 2022
		Municipal Election March 7th	
		Town Meeting Commences March 28th	
		 Budget Presentations by Town Manager and Superintendant TBD	
		 Town Meeting Begins Budget Deliberations March 28th	

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Section I Budget Overview

Town of Lexington, MA

Summary of Revenues and Expenditures

The summary below shows revenues & expenditures for the Town of Lexington for FY2020-FY2023. It reflects actual results of FY2020 and FY2021, FY2022 estimated revenues and budgeted expenditures submitted to the Department of Revenue for the certification of the FY2022 tax rate, and the budget recommendations of the Town Manager and School Superintendent for FY2023 budget and projected revenues to support those recommendations.

Revenue Summary	FY2020 Actual	FY2021 Actual	FY2022 Recap	FY2023 Projected
Tax Levy	\$ 184,821,513	\$ 194,329,878	\$ 204,228,741	\$ 212,113,191
State Aid	\$ 16,255,912	\$ 16,334,701	\$ 16,492,260	\$ 16,695,057
Local Receipts	\$ 16,824,395	\$ 15,358,065	\$ 12,627,933	\$ 13,488,108
Available Funds	\$ 14,264,142	\$ 11,805,351	\$ 17,825,379	\$ 16,718,447
Revenue Offsets	\$ (1,875,209)	\$ (1,773,854)	\$ (1,961,196)	\$ (2,246,233)
Enterprise Funds (Indirect)	\$ 1,696,348	\$ 1,749,435	\$ 1,432,356	\$ 1,805,613
Total General Fund	\$ 231,987,100	\$ 237,803,577	\$ 250,645,473	\$ 258,574,183
General Fund Expenditure Summary				
Education				
Lexington Public Schools	\$ 109,609,162	\$ 115,274,811	\$ 123,376,981	\$ 128,254,447
Minuteman Regional School	\$ 2,470,131	\$ 2,863,147	\$ 3,130,038	\$ 3,223,898
<i>Subtotal Education</i>	<i>\$ 112,079,293</i>	<i>\$ 118,137,958</i>	<i>\$ 126,507,019</i>	<i>\$ 131,478,345</i>
Municipal Departments	\$ 37,066,492	\$ 39,469,510	\$ 42,920,017	\$ 44,802,554
Shared Expenses				
Benefits & Insurance	\$ 34,516,484	\$ 35,996,400	\$ 39,754,560	\$ 41,744,415
Property Insurance & Solar	\$ 1,440,268	\$ 1,408,990	\$ 1,485,000	\$ 1,485,000
Debt (within-levy)	\$ 9,556,878	\$ 10,237,538	\$ 10,397,112	\$ 8,341,580
Reserve Fund	\$ —	\$ —	\$ 750,000	\$ 750,000
Facilities	\$ 11,095,414	\$ 11,140,933	\$ 12,153,365	\$ 12,669,307
<i>Subtotal Shared Expenses</i>	<i>\$ 56,609,045</i>	<i>\$ 58,783,861</i>	<i>\$ 64,540,037</i>	<i>\$ 64,990,303</i>
Capital				
Cash Capital (designated)	\$ 8,137,274	\$ 7,812,019	\$ 10,136,491	\$ 11,143,037
<i>Subtotal Capital</i>	<i>\$ 8,137,274</i>	<i>\$ 7,812,019</i>	<i>\$ 10,136,491</i>	<i>\$ 11,143,037</i>
Other				
Other (allocated)	\$ 4,358,036	\$ 1,368,916	\$ 6,541,910	\$ 5,659,945
Other (unallocated)	\$ —	\$ —	\$ —	\$ 500,000
<i>Subtotal Other</i>	<i>\$ 4,358,036</i>	<i>\$ 1,368,916</i>	<i>\$ 6,541,910</i>	<i>\$ 6,159,945</i>
Total General Fund	\$ 218,250,140	\$ 225,572,264	\$ 250,645,473	\$ 258,574,183
General Fund Surplus/(Deficit)	\$ 13,736,960	\$ 12,231,314	\$ —	\$ —

Section I Budget Overview

Town of Lexington, MA

Program Summary		A	B	C	D	E	F	G (F-C)	H (G/C)
Element	Description	FY2020 Actual	FY2021 Actual	FY2022 Restated	FY2023 Request	FY2023 Add/Delete	FY2023 Recommended	Change \$	Change %
Operating Budget - General Fund Expenses									
<u>Program 1000: Education</u>									
1100	Lexington Public Schools	\$ 109,609,162	\$ 115,274,811	\$ 123,376,981	\$ 128,254,447		\$ 128,254,447	\$ 4,877,466	3.95 %
1200	Regional High School	\$ 2,470,131	\$ 2,863,147	\$ 3,130,038	\$ 3,223,898	\$ —	\$ 3,223,898	\$ 93,860	3.00 %
Total Education		\$ 112,079,293	\$ 118,137,958	\$ 126,507,019	\$ 131,478,345	\$ —	\$ 131,478,345	\$ 4,971,326	3.93 %
<u>Program 2000: Shared Expenses</u>									
2110	Contributory Retirement	\$ 6,334,436	\$ 6,679,199	\$ 7,417,500	\$ 8,159,250	\$ —	\$ 8,159,250	\$ 741,750	10.00 %
2120	Non-Contributory Retirement	\$ 15,487	\$ 15,907	\$ 16,327	\$ 16,777	\$ —	\$ 16,777	\$ 450	2.76 %
2130	Employee Benefits (Health/Dental/Life/Medicare)	\$ 27,079,216	\$ 28,361,983	\$ 31,370,733	\$ 32,723,057	\$ 20,331	\$ 32,743,388	\$ 1,372,655	4.38 %
2140	Unemployment	\$ 200,000	\$ 64,311	\$ 200,000	\$ 200,000	\$ —	\$ 200,000	\$ —	— %
2150	Workers' Comp.* (MGL Ch.40:13A&13C, Ch.41:111F)	\$ 887,346	\$ 875,000	\$ 750,000	\$ 625,000	\$ —	\$ 625,000	\$ (125,000)	(16.67) %
Subtotal 2100 Benefits		\$ 34,516,484	\$ 35,996,400	\$ 39,754,560	\$ 41,724,084	\$ 20,331	\$ 41,744,415	\$ 1,989,855	5.01 %
2210	Property & Liability Insurance	\$ 804,756	\$ 791,296	\$ 845,000	\$ 895,000	\$ —	\$ 895,000	\$ 50,000	5.92 %
2220	Uninsured Losses* (MGL Ch. 40, Sec. 13)	\$ 250,000	\$ 250,000	\$ 250,000	\$ 200,000	\$ —	\$ 200,000	\$ (50,000)	(20.00) %
Subtotal 2200 Property & Liability Insurance		\$ 1,054,756	\$ 1,041,296	\$ 1,095,000	\$ 1,095,000	\$ —	\$ 1,095,000	\$ —	— %
2310	Solar Producer Payments	\$ 385,512	\$ 367,694	\$ 390,000	\$ 390,000	\$ —	\$ 390,000	\$ —	— %
Subtotal 2300 Solar Producer Payments		\$ 385,512	\$ 367,694	\$ 390,000	\$ 390,000	\$ —	\$ 390,000	\$ —	— %
2410	Principal on Long Term Debt	\$ 5,968,224	\$ 6,292,000	\$ 5,626,400	\$ 5,671,349	\$ —	\$ 5,671,349	\$ 44,949	0.80 %
2420	Interest on Long Term Debt	\$ 1,010,976	\$ 1,101,675	\$ 956,198	\$ 1,245,624	\$ —	\$ 1,245,624	\$ 289,426	30.27 %
2430	Principal & Interest on Temporary Debt	\$ 2,577,678	\$ 2,843,863	\$ 3,814,514	\$ 1,424,607	\$ —	\$ 1,424,607	\$ (2,389,907)	(62.65) %
Subtotal 2400 Debt Services		\$ 9,556,878	\$ 10,237,538	\$ 10,397,112	\$ 8,341,580	\$ —	\$ 8,341,580	\$ (2,055,532)	(19.77) %
2510	Reserve Fund	\$ —	\$ —	\$ 750,000	\$ 750,000	\$ —	\$ 750,000	\$ —	— %
Subtotal 2500 Reserve Fund		\$ —	\$ —	\$ 750,000	\$ 750,000	\$ —	\$ 750,000	\$ —	— %
2600	Facilities	\$ 11,095,414	\$ 11,140,933	\$ 12,153,365	\$ 12,642,307	\$ 27,000	\$ 12,669,307	\$ 515,942	4.25 %
Total Shared Expenses		\$ 56,609,045	\$ 58,783,861	\$ 64,540,037	\$ 64,942,971	\$ 47,331	\$ 64,990,303	\$ 450,266	0.70 %
<u>Program 3000: Public Works</u>									
3100-3500	DPW Personal Services	\$ 4,165,247	\$ 4,746,049	\$ 4,695,200	\$ 4,853,878	\$ 24,121	\$ 4,877,999	\$ 182,799	3.89 %
3100-3500	DPW Expenses	\$ 5,309,752	\$ 5,739,759	\$ 6,832,943	\$ 7,130,146	\$ (40,000)	\$ 7,090,146	\$ 257,203	3.76 %
Total Public Works		\$ 9,474,999	\$ 10,485,808	\$ 11,528,143	\$ 11,984,024	\$ (15,879)	\$ 11,968,145	\$ 440,002	3.82 %

Section I Budget Overview

Town of Lexington, MA

Program Summary

		A	B	C	D	E	F	G	H
		FY2020	FY2021	FY2022	FY2023	FY2023	FY2023	(F-C)	(G/C)
Element	Description	Actual	Actual	Restated	Request	Add/Delete	Recommended	Change \$	Change %
<u>Program 4000: Public Safety</u>									
	4100 Law Enforcement Personal Services	\$ 6,753,696	\$ 7,002,993	\$ 7,118,998	\$ 7,074,746	\$ 94,561	\$ 7,169,307	\$ 50,309	0.71 %
	4100 Law Enforcement Expenses	\$ 901,475	\$ 933,689	\$ 1,025,149	\$ 1,096,070	\$ —	\$ 1,096,070	\$ 70,921	6.92 %
	<i>Subtotal 4100 Law Enforcement</i>	<i>\$ 7,655,171</i>	<i>\$ 7,936,682</i>	<i>\$ 8,144,147</i>	<i>\$ 8,170,816</i>	<i>\$ 94,561</i>	<i>\$ 8,265,377</i>	<i>\$ 121,230</i>	<i>1.49 %</i>
	4200 Fire Personal Services	\$ 6,645,325	\$ 6,987,078	\$ 7,247,201	\$ 7,269,665	\$ —	\$ 7,269,665	\$ 22,464	0.31 %
	4200 Fire Expenses	\$ 605,006	\$ 630,691	\$ 722,109	\$ 750,170	\$ 48,633	\$ 798,803	\$ 76,694	10.62 %
	<i>Subtotal 4200 EMS/Fire</i>	<i>\$ 7,250,331</i>	<i>\$ 7,617,769</i>	<i>\$ 7,969,310</i>	<i>\$ 8,019,835</i>	<i>\$ 48,633</i>	<i>\$ 8,068,468</i>	<i>\$ 99,158</i>	<i>1.24 %</i>
Total Public Safety		\$ 14,905,502	\$ 15,554,451	\$ 16,113,457	\$ 16,190,651	\$ 143,194	\$ 16,333,845	\$ 220,388	1.37 %
<u>Program 5000: Culture & Recreation</u>									
	5100 Library Personal Services	\$ 2,265,546	\$ 2,162,069	\$ 2,525,607	\$ 2,637,708	\$ —	\$ 2,637,708	\$ 112,101	4.44 %
	5100 Library Expenses	\$ 470,920	\$ 563,057	\$ 630,741	\$ 698,511	\$ —	\$ 698,511	\$ 67,770	10.74 %
Total Culture & Recreation		\$ 2,736,466	\$ 2,725,127	\$ 3,156,348	\$ 3,336,219	\$ —	\$ 3,336,219	\$ 179,871	5.70 %
<u>Program 6000: Human Services</u>									
	6000 Human Services Personal Services	\$ 631,965	\$ 636,367	\$ 690,474	\$ 717,650	\$ —	\$ 717,650	\$ 27,176	3.94 %
	6000 Human Services Expenses	\$ 610,696	\$ 657,109	\$ 586,991	\$ 809,771	\$ —	\$ 809,771	\$ 222,780	37.95 %
Total Human Services		\$ 1,242,662	\$ 1,293,475	\$ 1,277,465	\$ 1,527,421	\$ —	\$ 1,527,421	\$ 249,956	19.57 %
<u>Program 7000: Land Use, Health and Development (LUHD) Department</u>									
	7100-7400 LUHD Dept. Personal Services	\$ 1,828,944	\$ 1,903,721	\$ 2,171,252	\$ 2,303,545	\$ 34,681	\$ 2,338,226	\$ 166,974	7.69 %
	7100-7400 LUHD Dept. Expenses	\$ 326,499	\$ 341,037	\$ 522,737	\$ 543,887	\$ (89,500)	\$ 454,387	\$ (68,350)	(13.08) %
Total Land Use, Health & Development Dept.		\$ 2,155,443	\$ 2,244,758	\$ 2,693,989	\$ 2,847,432	\$ (54,819)	\$ 2,792,613	\$ 98,624	3.66 %

Section I Budget Overview

Town of Lexington, MA

Program Summary

Program Summary		A		B		C		D		E		F		G (F-C)		H (G/C)	
Element	Description	FY2020 Actual		FY2021 Actual		FY2022 Restated		FY2023 Request		FY2023 Add/Delete		FY2023 Recommended		Change \$		Change %	
Program 8000: General Government																	
8110	Select Board Personal Services	\$	118,280	\$	128,668	\$	135,782	\$	145,163	\$	—	\$	145,163	\$	9,381	6.91	%
8110	Select Board Expenses	\$	86,348	\$	77,136	\$	112,838	\$	114,838	\$	20,000	\$	134,838	\$	22,000	19.50	%
8120	Legal	\$	241,617	\$	399,245	\$	395,000	\$	395,000	\$	—	\$	395,000	\$	—	—	%
8130	Town Report	\$	11,004	\$	10,445	\$	13,688	\$	13,688	\$	—	\$	13,688	\$	—	—	%
8140	PEG Access	\$	611,477	\$	597,702	\$	602,500	\$	610,113	\$	—	\$	610,113	\$	7,613	1.26	%
Subtotal 8100 Select Board		\$	1,068,726	\$	1,213,197	\$	1,259,808	\$	1,278,802	\$	20,000	\$	1,298,802	\$	38,994	3.10	%
8210-8220	Town Manager Personal Services	\$	714,544	\$	826,080	\$	932,679	\$	956,568	\$	—	\$	956,568	\$	23,889	2.56	%
8210-8220	Town Manager Expenses	\$	162,050	\$	176,481	\$	283,035	\$	289,185	\$	—	\$	289,185	\$	6,150	2.17	%
8230	Salary Transfer Account* (MGL Ch.40, Sec 13D)	\$	477,222	\$	408,732	\$	313,529	\$	826,422	\$	—	\$	826,422	\$	512,893	163.59	%
Subtotal 8200 Town Manager		\$	1,353,816	\$	1,411,294	\$	1,529,243	\$	2,072,175	\$	—	\$	2,072,175	\$	542,932	35.50	%
8310	Financial Committees	\$	4,299	\$	6,329	\$	8,262	\$	8,397	\$	—	\$	8,397	\$	135	1.63	%
8320	Misc. Boards and Committees	\$	103	\$	6,005	\$	10,500	\$	10,500	\$	—	\$	10,500	\$	—	—	%
8330	Town Celebrations Committee	\$	5,700	\$	12,557	\$	46,471	\$	51,263	\$	—	\$	51,263	\$	4,792	10.3	%
Subtotal 8300 Town Committees		\$	10,102	\$	24,890	\$	65,233	\$	70,160	\$	—	\$	70,160	\$	4,927	7.6	%
8400	Finance Personal Services	\$	1,328,134	\$	1,393,047	\$	1,510,973	\$	1,549,316	\$	—	\$	1,549,316	\$	38,343	2.54	%
8400	Finance Expenses	\$	369,723	\$	371,841	\$	493,635	\$	498,835	\$	—	\$	498,835	\$	5,200	1.05	%
Subtotal 8400 Finance		\$	1,697,857	\$	1,764,887	\$	2,004,608	\$	2,048,151	\$	—	\$	2,048,151	\$	43,543	2.17	%
8500	Town Clerk Personal Services	\$	391,457	\$	427,766	\$	404,181	\$	470,247	\$	—	\$	470,247	\$	66,066	16.35	%
8500	Town Clerk Expenses	\$	93,622	\$	94,479	\$	98,250	\$	126,550	\$	30,500	\$	157,050	\$	58,800	59.85	%
Subtotal 8500 Town Clerk		\$	485,079	\$	522,245	\$	502,431	\$	596,797	\$	30,500	\$	627,297	\$	124,866	24.85	%
8600	IT Personal Services	\$	860,292	\$	836,010	\$	894,792	\$	860,354	\$	6,838	\$	867,192	\$	(27,600)	(3.08)	%
8600	IT Expenses	\$	1,075,548	\$	1,393,367	\$	1,894,500	\$	1,795,535	\$	65,000	\$	1,860,535	\$	(33,965)	(1.79)	%
Subtotal 8600 Innovation & Technology		\$	1,935,840	\$	2,229,377	\$	2,789,292	\$	2,655,889	\$	71,838	\$	2,727,727	\$	(61,565)	(2.21)	%
Total General Government		\$	6,551,421	\$	7,165,890	\$	8,150,615	\$	8,721,974	\$	122,338	\$	8,844,311	\$	693,696	8.51	%
Total Municipal		\$	37,066,492	\$	39,469,510	\$	42,920,017	\$	44,607,721	\$	194,833	\$	44,802,554	\$	1,882,537	4.39	%

Operating Department Summary

Education Operating	\$	112,079,293	\$	118,137,958	\$	126,507,019	\$	131,478,345	\$	—	\$	131,478,345	\$	4,971,326	3.93	%
Shared Expenses	\$	56,609,045	\$	58,783,861	\$	64,540,037	\$	64,942,971	\$	47,331	\$	64,990,303	\$	450,266	0.70	%
Municipal Operating	\$	37,066,492	\$	39,469,510	\$	42,920,017	\$	44,607,721	\$	194,833	\$	44,802,554	\$	1,882,537	4.39	%
	\$	205,754,830	\$	216,391,329	\$	233,967,073	\$	241,029,037	\$	242,165	\$	241,271,201	\$	7,304,128	3.12	%

Section I Budget Overview

Town of Lexington, MA

Program Summary

		A	B	C	D	E	F	G (F-C)	H (G/C)
		FY2020	FY2021	FY2022	FY2023	FY2023	FY2023		
Element	Description	Actual	Actual	Restated	Request	Add/Delete	Recommended	Change \$	Change %
Capital									
	Capital Requests (Cash-GF, Prior Bond Auth., BAN Premiums)	\$ 5,275,858	\$ 4,775,531	\$ 6,806,505	\$ 7,241,906	\$ 700,000	\$ 7,941,906	\$ 1,135,401	16.68 %
	Non-General Fund Capital Requests	\$ 40,750	\$ 193,504	\$ 464,126	\$ 311,824	\$ —	\$ 311,824	\$ (152,303)	(32.81) %
	Building Envelope & Systems Set-Aside	\$ 203,865	\$ 208,962	\$ 214,186	\$ 219,540	\$ —	\$ 219,540	\$ 5,354	2.50 %
	Streets Set-Aside	\$ 2,616,801	\$ 2,634,022	\$ 2,651,674	\$ 2,669,767	\$ —	\$ 2,669,767	\$ 18,093	0.68 %
Total Capital		\$ 8,137,274	\$ 7,812,019	\$ 10,136,491	\$ 10,443,037	\$ 700,000	\$ 11,143,037	\$ 1,006,546	9.93 %
Other									
	Unallocated	\$ —	\$ —	\$ —	\$ 500,000	\$ —	\$ 500,000	\$ 500,000	— %
	Set-Aside for Unanticipated Current FY Needs	\$ —	\$ —	\$ —	\$ 200,000	\$ —	\$ 200,000	\$ 200,000	— %
	General Fund Support for Recreation & Community Programs (Transfer to Article 5, ATM)	\$ 208,859	\$ 618,916	\$ 509,215	\$ 242,790	\$ —	\$ 242,790	\$ (266,425)	(52.32) %
	Tax Levy Dedicated to Capital Stabilization Fund	\$ —	\$ —	\$ 57,138	\$ 57,138	\$ —	\$ 57,138	\$ —	— %
	Allocated to Capital Stabilization Fund	\$ 2,269,456	\$ —	\$ 3,730,836	\$ 3,085,296	\$ —	\$ 3,085,296	\$ (645,540)	(17.3) %
	Transfer to the Transportation Demand Management (TDM) Stab. Fund from Tax Levy	\$ —	\$ —	\$ 200,000	\$ —	\$ —	\$ —	\$ (200,000)	(100.0) %
	Senior Service Program	\$ —	\$ —	\$ 15,000	\$ 15,000	\$ —	\$ 15,000	\$ —	— %
	Climate Action Plan	\$ —	\$ —	\$ —	\$ 55,000	\$ —	\$ 55,000	\$ 55,000	— %
	Vision for Lexington Townwide Survey	\$ —	\$ —	\$ 50,000	\$ —	\$ —	\$ —	\$ (50,000)	(100.0) %
	OPEB Trust Fund**	\$ 1,879,721	\$ 750,000	\$ 1,879,721	\$ 1,929,721	\$ —	\$ 1,929,721	\$ 50,000	2.66 %
	Warrant Articles	\$ —	\$ —	\$ 100,000	\$ —	\$ 75,000	\$ 75,000	\$ (25,000)	(25.0) %
Total Other Articles		\$ 4,358,036	\$ 1,368,916	\$ 6,541,910	\$ 6,084,945	\$ 75,000	\$ 6,159,945	\$ (381,965)	(5.84)%
General Fund Total		\$ 218,250,140	\$ 225,572,264	\$ 250,645,474	\$ 257,557,019	\$ 1,017,165	\$ 258,574,183	\$ 7,928,709	3.16 %

Line-Items marked with an asterisk () will be presented at Town Meeting as Continuing Balance accounts.

**Reflects the OPEB funding from General Fund sources; additional amounts will be appropriated from the Water and Wastewater Enterprise funds, as detailed in those budget sections.

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Section II: Revenues

This section includes detailed information about FY2023 Projected Revenues. It includes:

- General Fund Revenue Description

II-2

The summary below presents Total General Fund Operating Revenues and Net General Fund Revenues. General Fund Operating Revenues include all revenues projected as available for use in FY2023.

- Total General Fund Operating Revenues are from annually recurring and non-recurring sources, including transfers from special revenue funds, Specialized Stabilization Funds, and the Health Claims Trust Fund.
- Net General Fund Revenues are Total General Fund Revenues less revenues recommended to be set-aside to fund designated expenses.

In FY2023, Total General Fund Operating Revenues are projected to increase by approximately \$7.93 million, or 3.2%. Net General Fund Revenues, those available to support school and municipal operating budgets, are projected to increase by \$7.30 million, or 3.1%.

General Fund Revenue Summary	FY2020 Actual	FY2021 Actual	FY2022 Recap	FY2023 Projected	FY2022-23 Change	
					\$	%
Property Tax Levy (Table 1)	\$ 184,821,513	\$ 194,329,878	\$ 204,171,602	\$ 212,056,053	\$ 7,884,450	3.86%
Tax Levy Dedicated to Capital Stabilization Fund	\$ —	\$ —	\$ 57,138	\$ 57,138	\$ —	—%
State Aid (Table 2)	\$ 16,255,912	\$ 16,334,701	\$ 16,492,260	\$ 16,695,057	\$ 202,797	1.23%
Local Receipts (Table 3)	\$ 16,824,395	\$ 15,358,065	\$ 12,627,933	\$ 13,488,108	\$ 860,175	6.81%
Available Funds (Table 4)	\$ 14,264,142	\$ 11,805,351	\$ 17,825,379	\$ 16,718,447	\$ (1,106,932)	(6.21)%
Revenue Offsets (Table 5)	\$ (1,875,209)	\$ (1,773,854)	\$ (1,961,196)	\$ (2,246,233)	\$ (285,037)	14.53%
Enterprise Receipts (Table 6)	\$ 1,696,348	\$ 1,749,435	\$ 1,432,356	\$ 1,805,613	\$ 373,257	26.06%
Total General Fund Operating Revenues	\$231,987,100	\$237,803,577	\$250,645,473	\$258,574,183	\$ 7,928,710	3.16%
Less - Revenues Set-Aside for Designated Purposes	\$ 12,495,310	\$ 9,180,935	\$ 16,678,401	\$ 17,302,982	\$ 624,581	3.74%
Net General Fund Revenues	\$219,491,790	\$228,622,642	\$233,967,072	\$241,271,201	\$ 7,304,129	3.12%

Detailed Description:

Property Tax Levy: The FY2023 property tax levy is projected to increase approximately \$7.88 million, or 3.9%. The projected levy is a function of the FY2022 levy limit increased by 2.5% per Proposition 2½, plus an increment for new growth. FY2023 new growth will be a function of construction activity for the period July 1, 2021 to June 30, 2022. FY2023 new growth is estimated at \$2,750,000 based on a review of historical data on new growth.

Tax Levy Dedicated to Capital Stabilization Fund: In Fall 2021 the Town Manager proposed a new fiscal guideline, a Capital Stabilization Framework, to prepare for future capital projects. Beginning in FY2022, new levy growth generated from specified commercial and industrial development will be dedicated to the Capital Stabilization Fund (CSF) rather than becoming general revenue for the town's operating budget. Projects include those with a Preliminary Site Development and Use Plan (PSDUP) approved by Town Meeting, or those approved due to the revamped zoning on Hartwell Ave. This framework will reserve levy capacity to absorb a sudden increase in debt service for large capital projects such as the high school in future years. The set-aside funds can also be applied in future years to mitigate exempt debt service created by those capital projects. A list of properties currently subject to this guideline is available in Table 1A.

State Aid: Due to the pandemic, Local Aid was largely level-funded in FY2021, with minimal increases in FY2022, which is projected to continue in FY2023 and is projecting an overall increase of 1.23%. The State is still developing its FY2023 budget; the initial FY2023 State aid numbers will be available in January 2022, once the Governor releases his budget. Final figure are likely to be known in June 2022 when the Legislature adopts, and the Governor signs, the FY2023 State budget.

Local Receipts: FY2023 projections for each category of receipt are based on the history of actual collections and projections of 3 and 5 year historical averages, with some adjustments to specific categories due to the pandemic, such as Other Excise - Meals and Hotel/Motel. FY2023 local receipts are estimated to increase by approximately \$860,175 or 6.81% over FY2022 estimates, which were also adjusted for the pandemic. The main contributors to this growth are a partial rebound in Other Excise, and the recognition of higher ongoing revenues for permits, particularly building permits.

Available Funds: Available Funds are projected to remain relatively stable, with a decrease of \$(1,106,932), or (6.21)%. This is a net change, due to the use of \$500,000 from the Special Education Stabilization Fund in FY2022, which will not recur in FY2023; and the unavailability of funding from the Parking Fund due to the lack of parking meter enforcement during the pandemic, as well as some capital projects authorized during FY2022 which depleted the fund balance.

Consistent with prior years, FY2023 Available Funds includes a transfer of \$141,000 from the Transportation Demand Management Stabilization Fund to finance the Lexpress service and the Town's contribution to the REV Shuttle, and a \$750,000 transfer from the Health Claims Trust Fund to fund the Town's Other Post Employment Benefit Fund.

In FY2023, a transfer from the Capital Stabilization Fund is not needed to mitigate within-levy debt service, as debt service remains within target levels. Similarly, no funds were needed for this purpose in FY2021 and FY2022.

Revenue Offsets: Revenue Offsets are projected to increase by approximately \$285,037 or 14.53%. Revenue Offsets represent the set-aside of a portion of projected revenues legally required for particular purposes including:

- (1) the component of state aid (Public Library aid reimbursement) that is distributed as Cherry Sheet aid, but, in fact, is a categorical grant that is not available to support General Fund operations;
- (2) cherry sheet assessments - estimated charges to be levied by the Commonwealth to cover the costs of state and regional services provided to the Town, based on updated projections issued alongside the Governor's budget;
- (3) the Assessor's Overlay account which covers the cost of abatements and exemptions granted to property taxpayers; and
- (4) potential snow and ice deficits.

The FY2023 increase in total Revenue Offsets is driven by the set-aside of \$400,000 in estimated FY2023 revenue to cover a potential snow and ice deficit at the end of FY2022. For FY2022, \$400,000 was set-aside, but was ultimately not needed since actual FY2021 snow and ice removal expenses fell within their budgeted levels.

Enterprise Receipts: This category of revenue represents transfers from the Water, Sewer and Recreation Enterprise Funds to the General Fund to cover General Fund expenditures that support the operations of the water, sewer and recreation departments. During FY2022, the Recreation indirect charges were not assessed due to the impact of the pandemic on enterprise revenues. The Recreation indirect charge has been resumed for FY2023, and will be reevaluated in future budget cycles. The Water and Sewer transfers are increasing by 6.0%, as supported by a detailed indirect analysis completed by Finance. As a result of these combined adjustments, overall Enterprise Receipts are increasing by 26.1%, or \$373,257.

Section II Revenues

Town of Lexington, Massachusetts

Revenue Summary						
	FY2020 Actual	FY2021 Actual	FY2022 Recap	FY2023 Projected	FY2022-23 Change	
					\$	%
Table 1: Property Tax Levy						
Tax Levy	\$ 176,907,122	\$ 184,938,303	\$ 194,415,313	\$ 204,199,633	\$ 9,784,320	5.03%
Prop. 2.5%	\$ 4,422,678	\$ 4,623,458	\$ 4,860,383	\$ 5,106,419	\$ 246,036	5.06%
New Growth	\$ 3,608,503	\$ 4,853,553	\$ 4,923,938	\$ 2,750,000	\$ (2,173,938)	(44.15)%
Override/Excess Levy Capacity	\$ (116,790)	\$ (85,435)	\$ (28,031)	NA		
Subtotal	\$ 184,821,513	\$ 194,329,878	\$ 204,171,602	\$ 212,056,053	\$ 7,884,450	3.86%
Table 1A: Property Tax Levy Dedicated to the Capital Stabilization Fund						
1050 Waltham St.	\$ —	\$ —	\$ —	\$ —	\$ —	—%
186 Bedford St.	\$ —	\$ —	\$ 21,451	\$ 21,451	\$ —	—%
55 Watertown St.	\$ —	\$ —	\$ 35,687	\$ 35,687	\$ —	—%
Subtotal	\$ —	\$ —	\$ 57,138	\$ 57,138	\$ —	—%
Table 2: State Aid						
Chapter 70	\$ 14,456,349	\$ 14,438,034	\$ 14,647,494	\$ 14,816,294	\$ 168,800	1.15%
Charter School Reimbursement	\$ 2,446	\$ 80,755	\$ 4,690	\$ 5,000	\$ 310	6.61%
Unrestricted General Government Aid	\$ 1,627,400	\$ 1,627,400	\$ 1,684,359	\$ 1,718,046	\$ 33,687	2.00%
Veterans' Benefits & Exemptions	\$ 117,802	\$ 124,689	\$ 95,590	\$ 95,590	\$ —	—%
Offsets (Library)	\$ 51,915	\$ 63,823	\$ 60,127	\$ 60,127	\$ —	—%
Subtotal	\$ 16,255,912	\$ 16,334,701	\$ 16,492,260	\$ 16,695,057	\$ 202,797	1.23%
Table 3: Local Receipts						
Motor Vehicle Excise Tax	\$ 5,383,364	\$ 5,335,129	\$ 5,315,294	\$ 5,455,000	\$ 139,706	2.63%
Other Excise	\$ 1,503,388	\$ 813,643	\$ 774,100	\$ 1,043,500	\$ 269,400	34.80%
Penalties & Interest	\$ 564,274	\$ 445,590	\$ 341,500	\$ 341,500	\$ —	—%
PILOT's	\$ 666,153	\$ 660,966	\$ 698,000	\$ 715,000	\$ 17,000	2.44%
Rentals	\$ 431,498	\$ 473,201	\$ 394,850	\$ 361,850	\$ (33,000)	(8.36)%
Departmental-Schools	\$ 331,482	\$ 337,909	\$ 243,500	\$ 244,500	\$ 1,000	0.41%
Departmental-Municipal	\$ 2,697,925	\$ 2,398,261	\$ 2,590,025	\$ 2,629,525	\$ 39,500	1.53%
Licenses & Permits	\$ 3,021,668	\$ 3,542,914	\$ 1,906,600	\$ 2,335,800	\$ 429,200	22.51%
Special Assessments	\$ 19,781	\$ 25,644	\$ 13,064	\$ 10,433	\$ (2,630)	(20.13)%
Fines & Forfeits	\$ 152,654	\$ 59,820	\$ 101,000	\$ 101,000	\$ —	—%
Investment Income	\$ 1,297,265	\$ 277,170	\$ 250,000	\$ 250,000	\$ —	—%
Miscellaneous Non-Recurring	\$ 754,943	\$ 987,817	\$ —	\$ —	\$ —	—%
Subtotal	\$ 16,824,395	\$ 15,358,065	\$ 12,627,933	\$ 13,488,108	\$ 860,175	1.41%
Table 4: Available Funds						
Parking Fund	\$ 425,750	\$ 562,000	\$ 828,237	\$ —	\$ (828,237)	(100.00)%
Cemetery Sale of Lots Fund	\$ 64,380	\$ 40,480	\$ 51,933	\$ 16,125	\$ (35,808)	(68.95)%
Free Cash*	\$ 12,201,094	\$ 9,468,456	\$ 14,638,059	\$ 14,625,000	\$ (13,059)	(0.09)%
Health Claims Trust Fund	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ —	—%
Transportation Demand Management Stab. Fund	\$ 141,000	\$ 141,000	\$ 141,000	\$ 141,000	\$ —	—%
Traffic Mitigation Stabilization Fund	\$ —	\$ —	\$ —	\$ 240,000	\$ 240,000	—%
Transportation Management Overlay District (TMOD) Stabilization Fund	\$ —	\$ —	\$ —	\$ 65,000	\$ 65,000	—%
Center Improvement District Stabilization Fund	\$ 27,000	\$ —	\$ —	\$ —	\$ —	—%
PEG Access Special Revenue Fund	\$ 638,918	\$ 620,711	\$ 629,287	\$ 637,576	\$ 8,289	1.32%
Transportation Network Company (TNC) Special Revenue Fund	\$ —	\$ 16,504	\$ 20,889	\$ 6,824	\$ (14,066)	(67.33)%
Betterments Fund	\$ 16,000	\$ 6,200	\$ —	\$ —	\$ —	—%
Visitors Center Stabilization Fund	\$ —	\$ 200,000	\$ —	\$ —	\$ —	—
Special Education Stabilization Fund	\$ —	\$ —	\$ 500,000	\$ —	\$ (500,000)	(100.00)%
Balances from Prior Yr. Capital Articles	\$ —	\$ —	\$ 155,974	\$ 236,923	\$ 80,949	—%
Use of BAN Premiums	\$ —	\$ —	\$ 110,000	\$ —	\$ (110,000)	(100.00)%
Subtotal	\$ 14,264,142	\$ 11,805,351	\$ 17,825,379	\$ 16,718,447	\$ (1,106,932)	(6.21)%
Table 5: Revenue Offsets						
Cherry Sheet Assessments	\$ (923,294)	\$ (960,031)	\$ (1,001,069)	\$ (1,036,106)	\$ (35,037)	3.50%
Cherry Sheet Offsets - Public Libraries	\$ (51,915)	\$ (63,823)	\$ (60,127)	\$ (60,127)	\$ —	—%
Overlay (abatements)	\$ (900,000)	\$ (750,000)	\$ (900,000)	\$ (750,000)	\$ 150,000	(16.67)%
Snow Deficit	\$ —	\$ —	\$ —	\$ (400,000)	\$ (400,000)	—
Subtotal	\$ (1,875,209)	\$ (1,773,854)	\$ (1,961,196)	\$ (2,246,233)	\$ (285,037)	14.53%

Table 6: Enterprise Receipts

Water	\$ 894,573	\$ 930,001	\$ 918,245	\$ 977,093	\$ 58,848	6.41%
Wastewater (Sewer)	\$ 532,094	\$ 541,663	\$ 514,111	\$ 542,416	\$ 28,305	5.51%
Recreation & Community Programs	\$ 269,681	\$ 277,771	\$ —	\$ 286,104	\$ 286,104	—%
Subtotal	\$ 1,696,348	\$ 1,749,435	\$ 1,432,356	\$ 1,805,613	\$ 373,257	26.06%
Gross General Fund Revenues	\$ 231,987,100	\$ 237,803,577	\$ 250,645,473	\$ 258,574,183	\$ 7,928,710	3.16%
Revenues Set Aside for Designated Expenses	\$ 12,495,310	\$ 9,180,935	\$ 16,678,401	\$ 17,302,982	\$ 624,581	3.74%
Net General Fund Revenues Available for Appropriation	\$ 219,491,790	\$ 228,622,642	\$ 233,967,072	\$ 241,271,201	\$ 7,304,129	3.12%

Revenues Set Aside for Designated Expenses: This represents components of Gross General Fund Revenues that are set aside for designated purposes. The proposed purposes are shown in the table below.

		Financing Sources			Total	Notes
		Tax Levy	Free Cash	Other		
1	Set-Aside for Unanticipated Current Fiscal Year Needs		\$ 200,000		\$ 200,000	Reserved for appropriation at the 2022 annual town meeting to fund supplemental appropriations to the FY2022 (current year) budget.
2	Other Post-Employment Benefits (OPEB)	\$ 750,000	\$ 1,179,721		\$ 1,929,721	\$750,000 from the tax levy made available by an equal transfer from the Health Insurance Claims Trust Fund to fund FY2023 Health Insurance.
3	Unallocated		\$ 500,000		\$ 500,000	Set-aside for as yet to be identified FY2023 purposes.
4	Cash Capital		\$ 7,004,983	\$ 548,747	\$ 7,553,730	Free Cash and other available funds to support capital improvements.
5	Appropriate into Capital Stabilization Fund	\$ 57,138	\$ 3,085,296		\$ 3,142,434	To meet future capital/debt service needs.
6	Appropriate from Capital Stabilization Fund			TBD	\$ —	Proposed use of Capital Stabilization Fund to hold debt service increases to 5% annually.
7	Transition Free Cash out of Operating Budget		\$ 700,000		\$ 700,000	5-year plan to eliminate the use of Free Cash for the Operating Budget.
8	Street Improvement Program	\$ 2,669,767			\$ 2,669,767	Consistent with long-term street maintenance plan.
9	Municipal Building Envelope and Systems	\$ 219,540			\$ 219,540	Initially funded in 2006 override; increases by 2.5% per year.
10	Warrant Articles	\$ 90,000	\$ 55,000		\$ 145,000	Senior Tax Work-Off; Comprehensive Plan Implementation; Climate Action Plan
11	Support of Recreation and Community Programs Dept. (Transfer to Article 5)	\$ 242,790			\$ 242,790	Tax Levy support of Recreation and Community Programs Enterprise
12	Subtotal	\$ 4,029,235	\$ 12,725,000	\$ 548,747	\$ 17,302,982	
13	Revenue to Support Operating Budget	\$ —	\$ 1,500,000	\$ —	\$ 1,500,000	Free Cash to support the FY2023 operating budget.
14	Funding for New Pension Schedule		\$ 400,000		\$ 400,000	Amount of incremental increase in the updated Pension Funding schedule will be supported with Free Cash in FY2023.
15	Retire Note for Land Purchases - Debt Service	\$ —	\$ —		\$ —	To pay down notes issued for Pelham and Bedford St. over 5 years (final payment in FY2022).
16	Grand Total	\$ 4,029,235	\$ 14,625,000	\$ 548,747	\$ 19,202,982	

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Section III: Program 1000: Education

This section includes detailed information about the FY2023 Operating Budget & Financing Plan for education. It includes:

- 1100 Lexington Public Schools III-2
- 1200 Minuteman Regional High School III-18

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January 4, 2022

Dear School Committee Members, Elected Officials, and Residents of Lexington:

The school budget development process is a 400-hour yearlong endeavor that involves many. Our dedicated Finance Office staff holds countless meetings with program leaders and administrators to inform the process, thoroughly analyzing and refining the draft until the budget reflects the needs of our students and not necessarily the district-wide wants. We take our commitment to our students and Lexington taxpayers seriously, and I am grateful for the diligent and thoughtful efforts of many. My thanks and appreciation goes to the Assistant Superintendent for Finance and Operations and to all who contribute to this effort, including our talented student artists!

Each year we listen closely to community feedback in an effort to make the budget document more user-friendly. One such suggestion was to incorporate an easily accessible high-level overview of the budget. Here are some highlights of the Lexington Public Schools FY 2023 Recommended Budget for those interested:

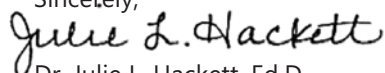
- As the pandemic evolves, it is important to know that the recommended budget is predicated on a full, pre-COVID return to teaching and learning, similar to the FY 2022 budget.
- The LPS allocation is \$128.25 million, representing a 4.38% increase from the previous year.
- For many years the total number of positions substantially increased each year. The proposed budget includes an overall decrease of 1.3 FTEs (full time equivalents), reflecting our commitment to a consolidation of positions and departments where and when appropriate.
- We have successfully negotiated collective bargaining agreements with the Tech Unit. Currently, we are in negotiations with Unit C and the SEIU, and we will begin bargaining with the LEA-Unit A and the ALA. This proposed budget accounts for all anticipated increases.
- Personnel costs are the greatest factor in a school budget with the majority of resources dedicated to salaries (83%) and the remainder dedicated to non-salary expenses (17%).
- In addition to the school budget, LPS annually receives approximately \$4 million in grants to further support the needs of our students. We carefully manage these funds, ensuring that we receive the maximum benefits to which we are entitled.

Budget development during a pandemic hasn't been easy for anyone. Labor shortages strained supply chains and volatile enrollment projections further complicate matters. Nationwide, school enrollment plummeted by nearly three million in 2020. The U.S. Census Bureau indicates that this is the most significant enrollment decrease in more than two decades. As of October 1st, LPS has approximately 312 fewer PK–5 students than projected. Unfortunately, Lexington High School—the one school where we could use the most relief from enrollment pressures—experienced virtually no decline, and the overcrowding in grades 9–12 persists. School districts in surrounding communities with similar demographics experienced even sharper enrollment declines.

Slowly, we are beginning to see our enrollment numbers stabilize, but how many students will return is one of many unknowns. Aldous Huxley said, "There are things known and things unknown, and in between are the doors of perception," which perfectly captures the pandemic budget development dilemma. Facts and figures alone are no longer adequate, and we have learned to trust our instincts and rely on our best guesses to develop appropriate staffing models to meet the needs of the nearly 7,000 students we serve.

Setting aside these challenges, I am incredibly thankful for your continued support. LPS is an outstanding school system filled with amazing students, staff and school community members who make "joy in learning" a daily priority. Many unknowns will continue to test our thinking and challenge our resolve as we enter into a new year, but there is no obstacle too great when it comes to our school community's commitment to our children.

Sincerely,



Dr. Julie L. Hackett, Ed.D.
Lexington Public Schools
Superintendent of Schools

The Strategic Plan of the Lexington Public Schools, 2019–2029

Mission Statement

Joy in learning; curiosity in life;
and compassion in all we do.

Our Core Values

- We all Belong
- Use Your Mind
- Be Curious & Have Fun
- Care for Yourself & Others
- Do Your Part
- Be Courageous
- Embrace Your Revolutionary Spirit
- You are Enough

Vision Statement

- Diversity, Equity, Inclusion
- Redefining Success
- Students as Active Agents
- Authentic Learning Experiences
- Community Partnership

Strategic Goals

- Goal 1: Address and Narrow Equity Gaps—Identify, address, and narrow equity gaps in student opportunities, experiences, and achievement, ensuring the meaningful inclusion and integration of every member of our school community.
- Goal 2: Redefine Success—Transform our practices, systems, and structures to reflect a broader definition of success for our students, staff, and schools, including new measures of student achievement that extend beyond academics to include the knowledge, skills, and attributes students need to be prepared for the future and content in life.
- Goal 3: Cultivate Student Agency—Cultivate student agency and a sense of self-efficacy by ensuring that all our Pre-K–12 students' educational experiences place them at the center of their learning; consistently revisit our curriculum, instruction, assessment, and professional learning practices to (1) ensure relevancy and student voice; (2) to teach students to set their own meaningful goals; (3) to value productive struggle as they work toward them; and (4) to reflect and monitor their progress toward attaining those goals.
- Goal 4: Innovate for Sustainable Change—Refine and improve our school- and district-wide practices, systems, and structures related to managing innovation and promoting lasting change. We will develop clear decision-making structures and communication methods to prevent initiative overload and enable us to more consistently scale up promising practices.

The complete Strategic Plan document can be found here: <https://bit.ly/33jADU5>.

Organizational Structure

The Education Reform Act of 1993 determined that the School Committee's charge is (1) to select and/or terminate the Superintendent; (2) to review and approve the budget; and (3) to establish educational goals and/or policies for the district consistent with the requirements of law and statewide goals and standards established by the Department of Elementary and Secondary Education.

School Committee Members

Kathleen Lenihan, Chair	Term Expires: 2024
Eileen Jay, Vice Chair	Term Expires: 2022
Deepika Sawhney	Term Expires: 2024
Scott Bokun	Term Expires: 2022
Sara Cuthbertson, Clerk	Term Expires: 2023

Budget Development

Budget Process

Annually, the administration develops its capital and operating budgets, which begin July 1 and end June 30. This highly collaborative and public process engages the School Committee, the Select Board, the Appropriation Committee, the Capital Expenditures Committee, municipal and school staff, and citizens. The employees of the Finance Office are responsible for coordinating, developing, and monitoring the annual budget process. Each year, the School Committee develops its annual goals, budget guidelines, and budget calendar. These provide the administration with the roadmap to develop the recommended annual budget. The Superintendent is tasked with developing a budget that advances the district in concert with the outlined policy objectives. The School Committee is responsible for reviewing and approving the budget for incorporation within the complete Town budget.

Major Steps in FY 2023 Budget Development:

Summer: School Committee and Superintendent establish Collective Goals.

Early Fall: School Committee approves annual budget guidelines and calendar.

Fall: Staff develop budget recommendations.

Late Fall/Early Winter: All departments meet with the Assistant Superintendent for Finance and Operations to review existing staffing levels, review budget priorities, and discuss anticipated budget requests. During this time, a series of working summit meetings including the School Committee, the Select Board, the Appropriation Committee, and the Capital Expenditures Committee are conducted to discuss the current financial health of the Town, along with any budgetary issues, and provide policy guidance to the municipal and school staff in finalizing budget recommendations. The Superintendent, in consultation with the Assistant Superintendent for Finance and Operations and the School Department's Administrative Council, reviews budget requests and makes recommendations for all school programs to the School Committee. The School Committee takes the recommendations of the Superintendent and after public hearings on the Superintendent's Budget Recommendations, makes final budget decisions consistent with their collective goals.

Early Spring: Before Town Meeting members discuss financial articles, the approved budget of the School Committee is distributed to Town Meeting members and the finance committees; it also is available to citizens at the Library and the Town Manager's Office. In addition, the budget documents are publicly available on the Lexington Public Schools website: <https://bit.ly/31jCHKK>.

Spring: The Annual Town Meeting begins in March with meetings held on weekday evenings. Town Meeting debates and adopts the School Department budget as part of the complete Town budget. Town Meeting has authority over the total appropriation of school department funds, but line-item authority and spending priorities are the purview of the School Committee.

Budget Guidelines

On September 28, 2021, the School Committee voted the FY 2023 Budget Guidelines and requested that the Superintendent present a level-service budget that attempts to address the eleven highlighted areas. These guidelines serve as the basis for the Superintendent's Recommended Budget in FY 2023. For purposes of clarification, a level-service budget is defined as an allocation of the funds necessary to replicate the current level of services provided, accommodating changes in enrollment, all legal requirements, including current collective bargaining requirements, and special education laws. The FY 2023 budget guidelines are as follows:

In order to provide for the educational needs of Lexington students, the Superintendent of Schools will develop a fiscal year 2023 budget that will:

1. Ensure the safety, security, and social-emotional well-being of our students, and continue the Town's joint effort on mental health.
2. Ensure all legal and contractual mandates are met.
3. Ensure professional staffing guidelines will be met and class sizes will remain within the established guidelines, to the extent possible given space and personnel limitations.
4. Identify efficiencies and cost-saving measures that do not compromise the educational program.
5. Include sufficient operating and capital funds to:
 - a) continue the current level of services;
 - b) be responsive to projected enrollment changes and corresponding needs, including those related to staffing, instructional supplies, and facilities;
 - c) move the district forward in meeting the increasing technological demands in various educational settings; and
 - d) implement a master capital plan to expand school capacity and meet changing enrollment.
6. Maintain capital assets in order to support the instructional program, protect the physical assets of the Town of Lexington, and ensure the health and safety of our students and staff.
7. Identify funds and strategies to implement diversity, equity, and inclusion efforts and to increase the cultural proficiency of our school community.

8. Identify funds and strategies to implement world language programs at the elementary level, including scheduling, phasing, staffing, and curricula materials that promote a comprehensive and sustainable program.
9. Identify funds and strategies to continue to leverage and support social and emotional learning efforts throughout the district.
10. Continue to explore possible alternatives and improvements to school programs at all levels, the scope and sequence of science classes at the secondary level, and continue the research and implementation of graduation requirements.
11. Identify costs, impacts, and an implementation plan associated with potential reintroduction of remote learning and hybrid learning models related to any significant resurgence of COVID-19 health crisis.
12. Identify funds and/or strategies necessary to implement the multi-year comprehensive Lexington Public Schools Strategic Plan for the district, to include equity and master planning.

Budget Calendar

Each year, the Superintendent presents a budget calendar to the School Committee. This calendar outlines the timing of events and guides the budget development process. This timeline can be found below:

2021

September 14	School Committee Reviews Proposed LPS Technology Capital Budget Request
September 21	Google Form link distributed for FY 2023 staffing and expense budget requests. FY 2023; Google Form requests for staffing and expenses are due to the Assistant Superintendent for Finance and Operations at the date of individual budget meetings
September 22	Fall Fiscal Guidelines Summit
September 28	School Committee reviews FY 2023 budget calendar and FY 2023 budget guidelines
October 12 (tentative)	School Committee approves FY 2023 budget calendar and FY 2023 budget guidelines
October 1-4	FY 2023–2027 IT capital budget submitted to Town of Lexington
October 1–October 15	Review capital proposals: Superintendent, Director of Public Facilities, and Assistant Superintendent for Finance and Operations
October 1–October 15	Superintendent, Director of Public Facilities, and Assistant Superintendent for Finance and Operations discuss project requests with administrators
October 14	Summit I: Financial Indicators; 5–Year Forecast; Initial Revenue Projection; LPS to present enrollment figures and other relevant updates

October 18	Senior Management Team presents project list for potential American Rescue Plan Act (ARPA Grant)
October 18–October 29	SPED budget staffing meetings (with Assistant Superintendent for Finance and Operations, Assistant Director of Finance, Director of Special Education, ETS, and building principals)
October 22	Submittal of Town (Municipal & School) FY 2023–2027 Capital Requests to Capital Expenditure Committee (CEC) and Community Preservation Committee (CPC)
November 1–November 19	Budget Review: Central Office and department staff meet at assigned times with Assistant Superintendent for Finance and Operations and Assistant Director of Finance
TBD	Recommended FY 2023–2027 capital budget requests approved by the School Committee (School Department and Public Facilities)
November 8–November 18	Fall Special Town Meeting
November 30	Town Manager begin FY 2023 Budget Hearings
December 2	Summit II: Final Revenue Allocation Model
December 18 (tentative)	Superintendent finalizes FY 2023 budget recommendation
December 24–December 31	School Vacation Week
December 29	Budget distributed to School Committee and posted to website

2022

January 3	Superintendent's Budget Presentation to LPS staff
January 4	School Committee Meeting: Superintendent's Budget Presentation
January 10 (tentative)	Town Manager Submittal of Preliminary Operating and Capital Budget to Board of Selectmen (White Book)
January 13	Summit III: White Book
January 18	Public hearing: School Committee Public Hearing and discussion of the Superintendent's Recommended FY 2023 Budget: Location: TBD
January 24	Public Hearing: Superintendent's Recommended FY 2023 Budget: Location: Selectmen's Meeting Room
February 8	School Committee FY 2023 budget discussions, consideration of community feedback on FY 2023 Operating Budget (including fees) and FY 2023–2027 Capital Budget

February 10	Summit IV (if needed)
February 14 (tentative)	Select Board vote to approve FY 2023 Recommended Operating Budget and FY 2023–2027 Capital Improvement Plan (CIP)
February 21 (tentative)	2022 Annual Town Meeting School Committee Fiscal Year 2023 Recommended Operating Budget document finalized (TMMA)
February 22	School Committee adopts FY 2023 Operating Budget (including fees) and FY 2023–2027 Capital Budget
March 7 (tentative)	Distribution of FY 2023 Recommended Operating and Capital Budget to TMMA, Town Manager, Senior Management Team, Appropriation Committee, Capital Expenditures Committee, Select Board, School Committee, Central Office, and Principals
March TBD	Annual Town Meeting (Mondays and Wednesdays until completed; Town Meeting does not meet during April school vacation week)
March TBD	Budget presentation to Town Meeting by the Town Manager and Superintendent
April 25	Notification of budget approvals; Employee Action Forms sent to Human Resources
June 1	School Operating Budget opens for entry of supply and services requisitions

Approved by School Committee 9/28/2021

Revenue Allocation Process

The Town of Lexington has established a collaborative budget development process that is conducted through a series of budget summit meetings. These budget summit meetings begin in October and end in February. These meetings include the School Committee, the Select Board, the Appropriation Committee, and the Capital Expenditures Committee. Topics covered at these meetings include:

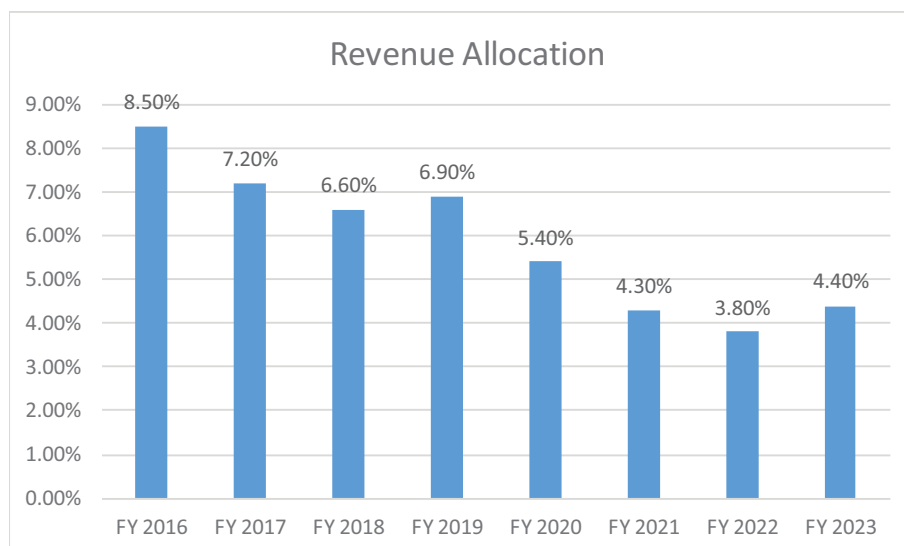
Summit I:	Financial Indicators; 5-Year Forecast; Initial Revenue Projection
Summit II:	FY 2023 Revenue Allocation Model
Summit III:	FY 2023 White Book Review
Summit IV:	FY 2023 Brown Book Preview

The Revenue Allocation Model, first presented at Summit II on December 2, 2021, provides for a projected 4.4% increase over the School Department's FY 2022 budget, the detail of which is broken out in the table that follows:

FY 2023 Revenue Allocation Model

\$258,921		Projected FY 2023 Revenue			
		Shared	Municipal	School	
(1)	\$ (123,377)	\$ -	\$ -	\$ (123,377)	FY 2022 School Budget
(2)	\$ (43,510)	\$ -	\$ (43,510)	\$ -	FY 2022 Municipal Budget - Community Center Support
(3)	\$ 778	\$ -	\$ 278	\$ 500	Remove One-time Funding Due to Pandemic
(4)	\$ (3,506)	\$ (3,506)	\$ -	\$ -	FY 2023 Minuteman
(5)	\$ (8,159)	\$ (8,159)	\$ -	\$ -	FY 2023 Contributory Retirement
(6)	\$ (17)	\$ (17)	\$ -	\$ -	FY 2023 Non-Contributory Retirement
(7)	\$ (32,723)	\$ (32,723)	\$ -	\$ -	FY 2023 Benefits
(8)	\$ (200)	\$ (200)	\$ -	\$ -	FY 2023 Unemployment
(9)	\$ (625)	\$ (625)	\$ -	\$ -	FY 2023 Workers' Comp
(10)	\$ (895)	\$ (895)	\$ -	\$ -	FY 2023 Property and Liability Insurance
(11)	\$ (200)	\$ (200)	\$ -	\$ -	FY 2023 Uninsured Losses
(12)	\$ (390)	\$ (390)	\$ -	\$ -	FY 2023 Solar Production Payment
(13)	\$ (8,543)	\$ (8,543)	\$ -	\$ -	FY 2023 Debt Service
(14)	\$ -	\$ -	\$ -	\$ -	Pay Down Principal for Land Purchases
(15)	\$ (750)	\$ (750)	\$ -	\$ -	FY 2023 Reserve Fund
(16)	\$ (12,642)	\$ (12,642)	\$ -	\$ -	FY 2023 Facilities Department Budget
(17)	\$ (44)	\$ (44)	\$ -	\$ -	Facilities PIRs
		\$ (500)	\$ -	\$ -	Set-Aside for as yet to be identified needs
		\$ (200)	\$ -	\$ -	Unanticipated Current Fiscal Year Needs
	TBD	\$ -	\$ -	\$ -	Debt Service Mitigation
		\$ (700)	\$ -	\$ -	Transition Free Cash out of Operating Budget - 3rd of 5 years
		\$ (57)	\$ -	\$ -	Tax Levy Dedicated to Capital Stabilization Fund
(18)	\$ (16,848)	\$ (5,245)	\$ -	\$ -	Capital Stabilization Fund
		\$ (5,312)	\$ -	\$ -	Cash Capital
		\$ (1,930)	\$ -	\$ -	OPEB
		\$ (2,670)	\$ -	\$ -	Street Improvement Program
		\$ (220)	\$ -	\$ -	Building Envelope Program
		\$ (15)	\$ -	\$ -	Senior Tax Work-Off Program
(19)	\$ (251,651)	\$ (85,542)	\$ (43,232)	\$ (122,877)	Base Budget - Used for Allocation
			26.0%	74.0%	Percentage - Municipal and School Only
(20)	\$ 7,269	\$ -	\$ 1,892	\$ 5,377	Incremental Revenue
			4.4%	4.4%	Percent of Current Budget

Revenue Allocation History & Trends: Below is the growth factor approved during the last eight budget cycles:



Recommended Budget and Summary of Significant Budget Changes

Funding Sources	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget Recommended	Dollar Increase	Percent Increase
Tax Levy	\$ 107,667,945	\$ 113,222,275	\$ 118,318,895	\$ 122,633,481	\$ 128,009,947	\$ 5,376,466	4.38%
Fees & Charges	\$ 443,500	\$ 331,482	\$ 88,500	\$ 243,500	\$ 244,500	\$ 1,000	0.30%
Special Education Stabilization Fund				\$ 500,000	\$ -		
Total 1100 Lexington Public Schools	\$ 108,111,445	\$ 113,553,757	\$ 118,407,395	\$ 123,376,981	\$ 128,254,447	\$ 5,377,466	4.36%
Appropriation Summary	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2023 Budget Recommended	Dollar Increase	Percent Increase
Salary and Wages	\$ 90,271,520	\$ 94,593,795	\$ 96,807,462	\$ 102,654,658	\$ 106,450,152	\$ 3,795,494	3.70%
Expenses	\$ 16,832,878	\$ 15,015,367	\$ 18,464,904	\$ 20,222,323	\$ 21,804,295	\$ 1,581,972	7.82%
Total	\$ 107,104,398	\$ 109,609,162	\$ 115,272,366	\$ 122,876,981	\$ 128,254,447	\$ 5,377,466	4.38%
Special Education Stabilization Fund				\$ 500,000			
Total 1100 Lexington Public Schools	\$ 107,104,398	\$ 109,609,162	\$ 115,272,366	\$ 123,376,981	\$ 128,254,447	\$ 5,377,466	

* Amounts shown are general fund only and does not reflect spending supported by Labbb Credit,Circuit Breaker Funds, Revolving Funds, or local/state/federal grant funds:

Transfer to Unclassified (Health, Medicare, Workers Comp)

\$0.00

0.00 FTE

Total Recommended

\$ 128,254,447 \$ 5,377,466

Unallocated from Revenue Allocation Model	\$	-
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The School Department was allocated a Revenue increase of \$5,377,466 (4.36% increase) for FY 2023 through the Revenue Allocation Model adopted at Summit II. The School Department will not be requesting a \$500,000 allocation out of the Special Education Stabilization Fund for FY 2023, as it had in the development of the FY 2022 budget. These funds should not be needed in FY 2022 due to sound fiscal management.

For FY 2023 the salaries and wages line is increased by \$3,795,494 (or 3.70%) to support existing position cost of living adjustment increases, lane changes, and step increases. Salaries and wages comprise 83.00% of the School Department budget. The expense line is recommended to increase by 1,581,972 (or 7.82%) over the FY 2022 appropriation.

Negotiated Salary Increases

The FY 2023 budget includes funding for estimated wage increases for all collective bargaining units and non-union positions, including both step increases and cost of living adjustments (COLA). The current status of collective bargaining agreements, corresponding expiration dates, and negotiated adjustments is listed below:

Bargaining Unit	Contract Term	Negotiated Increases
LEA: Unit A	09/01/2019 – 08/31/2022	Effective Sept. 1, 2019: 2.25% Effective Sept. 1, 2020: 2.25% Effective Sept. 1, 2021: 3%
LEA: Unit C	09/01/2018 – 08/31/2021	Pending; prior contract was 2% year to year
LEA: Unit D	07/01/2019 – 06/30/2023	Effective July 1, 2020: 2.25%

		Effective July 1, 2021: 2.5%; Effective July 1, 2022: 2.75%
LEA: Tech	07/01/2021 – 06/30/2024	Effective July 1, 2021: 2.25% Effective July 1, 2022: 2.5% Effective July 1, 2023: 1.5% (with modifications to steps)
ALA: Administrators	07/01/2019 – 06/30/2022	Effective Sept. 1, 2019: 2.25% Effective Sept. 1, 2020: 2.25% Effective Sept. 1, 2021: 3%

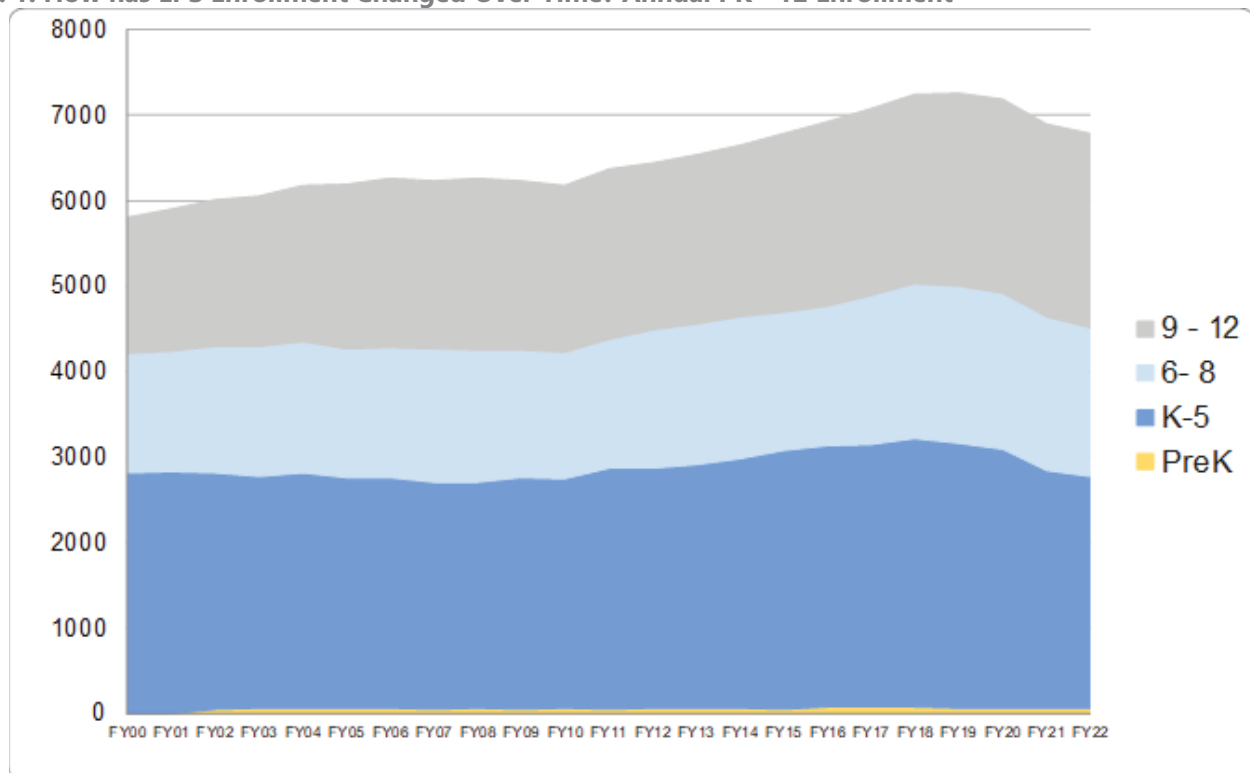
Enrollment Fluctuation and Changing Operational Conditions Due to the Pandemic

At the time of this report's publication LPS and our community were still experiencing the impacts of the global COVID-19 pandemic. In March 2020, conditions required LPS and other schools across the Commonwealth to switch to remote instruction for all students. During the 2020–2021 school year, LPS implemented full-time remote learning for families who opted to continue with this learning model (referred to as the Remote Learning Academy or RLA), a week in / week remote Hybrid learning model, and full-time in-person learning for our most vulnerable learners. As described in the *LPS FY 2022 LPS Superintendent's Recommended Budget*, this combination of learning models, along with the broader impact of the COVID-19 pandemic, affected staffing, increased expenses for supplies and materials, and affected other operations, such as bus transportation, food services, technology, and curriculum design and delivery.

Shifting our focus to the 2021–2022 school year and beyond, distribution of Coronavirus vaccines is continuing. As of May 13, people aged 12 and older who live, work, or study in Massachusetts were able to get vaccinated against COVID-19. As of October 25, 2021, 89.1% of this age group was fully vaccinated. On October 29, 2021, similar approval was granted for those ages 5 to 11. LPS also implemented a staff vaccination requirement (with approved religious or medical exemptions). While this is very much welcomed news and has allowed for a return to more typical school operations, LPS continues to experience the impacts of the pandemic and are planning in a somewhat uncertain environment.

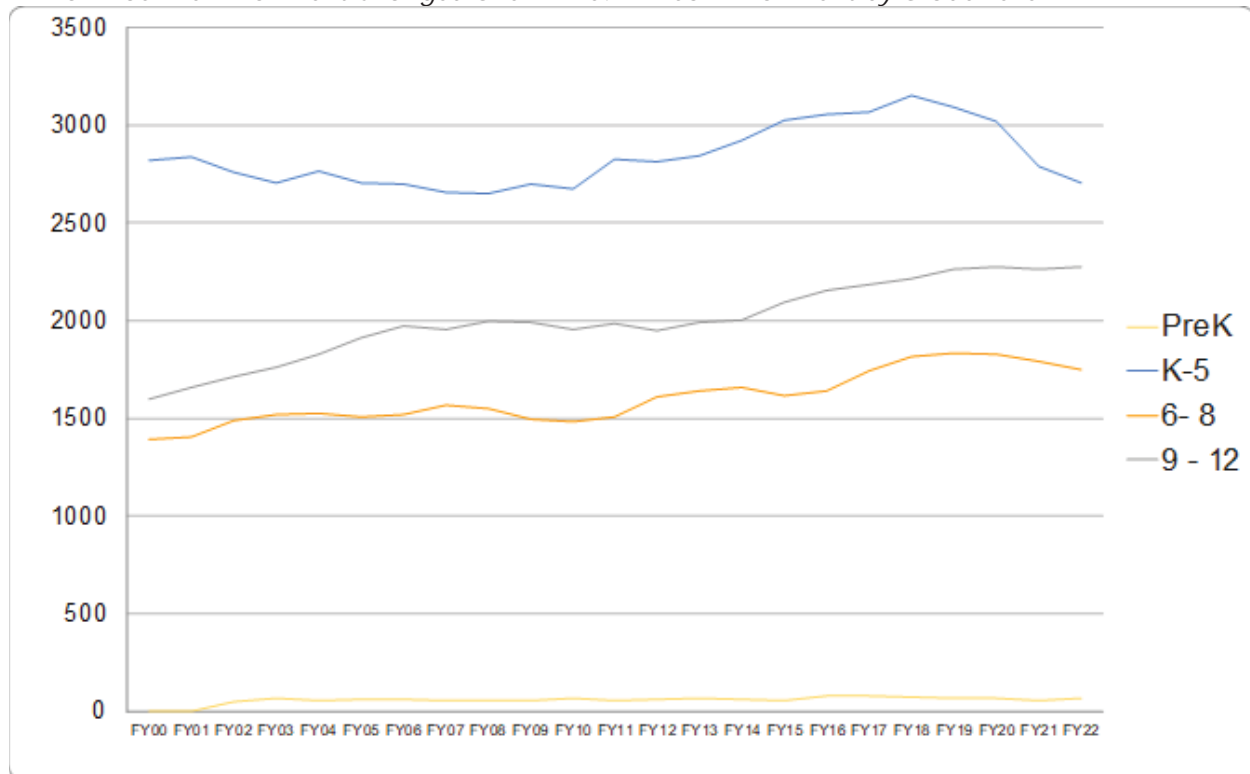
Like many school systems across the Commonwealth, LPS experienced a significant drop in enrollment in FY 2021. In 2019–2020, corresponding with the timing of the pandemic, K to 12 enrollment declined by 278 students, a significant deviation from the prior trend. This decline has continued into 2020–2021 (-121 students K to 12 from the previous year).

Fig. 1: How has LPS Enrollment Changed Over Time? Annual PK - 12 Enrollment



As with historical enrollments, it is critically important to note that enrollment changes continue to vary across grade levels. Variation in enrollment, as well as variation in staffing models, student schedules, programs, facilities and other operational details, must be taken into account while planning and can be more critical than changes in overall enrollment. While enrollment has declined at the elementary and middle school level during the last few years, enrollment has remained stable at the high school level (See Fig 2).

Fig. 2: How has LPS Enrollment Changed Over Time? Annual Enrollment by Grade Level



The majority of the decline from the last two years comes from the elementary level (-317 K to 5 students out of -399 total) and occurred in FY 2021 (-278 students FY 2020 to FY 2021, -88 students FY 2021 to FY 2022). Elementary enrollment had been declining prior to the pandemic and was previously projected to continue to decline slightly until leveling out or beginning to increase again around 2022–2023. However, the decline that occurred during FY 2021 and again in FY 2022 was much larger than expected.

In contrast, high school enrollment has remained relatively stable during this time and continues to be well over the building's planned operating capacity for large core spaces, such as the cafeteria and other spaces (2,273 as of October 1, 2021 with spaces designed for a capacity of 1,850). Current high school enrollment would need to decline by approximately 425 students for the core spaces to be within the planned operating capacity.

In 2020–2021 a portion of the decline in elementary enrollment was the consequence of lower than typical kindergarten enrollments (See Table 3), a similar pattern observed in other communities. As of October 1, 2020, Lexington enrolled 309 kindergarten students (compared to 382 to 414 students during the previous years). Although K enrollment had been declining prior to this year, the decline of 73 students in kindergarten was much sharper than recently experienced. This year's K enrollment (343) is higher than 2020–2021, but is still lower than pre-pandemic levels. As larger cohorts graduate from the system and these smaller than typical cohorts replace them, the net impact is an overall decline in enrollment.

Table 3: How does Enrollment Vary by Grade? (FY 2019 to FY 2022)

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	1 year change
PK	78	71	69	68	57	67	10
K	414	412	401	382	309	343	34
1	493	493	467	453	408	364	-44
2	503	526	509	507	480	441	-39
3	556	535	552	538	507	494	-13
4	577	590	560	563	532	519	-13
5	523	594	605	576	554	541	-13
6	608	568	619	615	567	552	-15
7	598	630	574	625	601	591	-10
8	537	615	640	588	625	605	-20
9	552	530	598	607	550	576	26
10	555	576	542	591	599	547	-52
11	557	554	572	526	582	583	1
12	521	552	551	551	530	567	37
K - 5	3066	3150	3094	3019	2790	2702	-88
6 - 8	1743	1813	1833	1828	1793	1748	-45
9 - 12	2185	2212	2263	2275	2261	2273	12
K- 12	6994	7175	7190	7122	6844	6723	-121

Prior to the pandemic, beginning with transition from 8th to 9th grade, it had been typical to have some decline in cohort size as cohorts reached the high school grades. This is due to the combined effect of more students transferring to other schools (see Table 4 for further detail) and also fewer new students entering the system than in other grades.

During the last two years there has been an increase in students enrolled in other grades transferring from LPS. Last year's review of enrollment data from October 1, 2020 found an increase in the number of students transferring to other public schools in Massachusetts, transferring to private schools in Massachusetts, transferring to schools out of state or switching to homeschooling (See Table 4). The largest increase was in the number transferring to in-state private schools (an increase of 112 students from the prior year). Transfers to an out-of-state school or transfers to an in-state public school are more likely to coincide with a residential move out of the Town of Lexington. Private school transfers could also include a residential move, but not always.

A review of transfer reasons from October 2021 (FY 2022) finds a similar level of students transferring to other in-state public schools as last year (FY 2020: 50 students; FY 2021: 93 students; FY 2022: 90 students), both higher than pre-pandemic levels. The number of students transferring to in-state private schools is lower than last year, but still significantly higher than pre-pandemic levels (FY 2020: 45 students FY 2021: 157 students, FY 2022: 135 students.).

Finally, the number of students transferring to schools out-of-state has continued to increase (FY 2020: 104 students FY 2021: 136 students, FY 2022: 150 students).

Table 4: LPS Transfer Reasons: October FY 2020 to FY 2022

	Transferred — In state public			Transferred — In state private			Transferred — Out-of- State (public or private)			Transferred — Home- school			Combined Transfer Reasons		
	FY20	FY21	FY22	FY20	FY21	FY22	FY20	FY21	FY22	FY20	FY21	FY22	FY20	FY21	FY22
K	3	5	5	0	7	0	3	5	9	0	0	0	6	17	14
1	2	11	5	2	11	6	5	5	7	0	5	2	9	32	20
2	4	3	9	1	10	4	11	12	12	0	2	2	16	27	27
3	3	9	13	2	17	5	4	8	15	0	1	2	9	35	35
4	2	10	5	2	12	11	4	12	11	1	4	1	9	38	28
5	5	6	5	1	10	13	11	20	6	0	0	0	17	36	24
6	6	3	6	6	20	19	10	13	22	0	0	0	22	36	47
7	6	10	6	2	13	6	5	18	13	0	2	1	13	43	26
8	3	22	22	3	21	40	6	13	9	0	0	0	12	56	71
9	8	5	6	14	14	13	19	16	19	0	0	0	41	35	38
10	1	5	3	8	10	11	13	7	12	0	1	0	22	23	26
11	2	3	4	3	8	4	7	6	13	0	0	0	12	17	21
12	5	1	1	1	4	3	6	1	2	0	0	0	12	6	6
Total	50	93	90	45	157	135	104	136	150	1	15	8	200	401	383

(Source: LPS SIMS, Grade is the student's grade as of the October reporting period)

Among those who continued to reside in Lexington, this was consistent with information gleaned from our [School Attending Children](#) data, which showed a small decrease in the percent of school aged children residing in Lexington enrolled in a Lexington public school. For the last ten years, just under 90% of Lexington children attend one of the local public schools, accounting for the majority of school aged children who reside in Lexington (Table 5). During the most recent year of complete data (2020–2021), this proportion decreased slightly to 86.8%. It appears a greater number of Lexington families opted for homeschool (0.3% in 2019–2020 to 0.7% in 2020–2021) or enrolled in an in-state private or parochial school (8.7% in 2019–2020 to 10% in 2020–2021).

Table 5: How Many Lexington Children Attend a Lexington Public School (K–12)?

Year	LPS (K-12)*	% LPS	Voc. Tech. Regional Schools	Collab. Schools	Charter Schools	Out-of- District Public Schools	Home Schooled	In State Private & Parochial Schools	Out-of- State Private & Parochial Schools	Total
2020-21	6624	86.8	70	40	5	29	54	762	46	7630
2019-20	7077	88.8	62	48	1	20	26	692	41	7967
2018-19	6986	89.3	54	47	2	22	27	653	29	7820
2017-18	6982	89.4	51	41	2	19	25	671	23	7814
2016-17	6810	88.9	49	39	1	23	23	677	35	7657
2015-16	6617	88.6	45	37	2	28	25	678	38	7470
2014-15	6621	89.1	40	38	2	15	37	653	27	7433
2013-14	6384	88.4	44	34	2	18	39	674	29	7224
2012-13	6363	88.1	53	32	3	21	33	681	33	7219
2011-12	6545	88.4	53	29	2	19	26	706	28	7408
2010-11	6082	87.3	58	24	0	18	35	715	32	6964
2009-10	6015	89.0	35	17	-	8	-	655	27	6757

(SOURCE: LPS School Attending Children Report)

*The count for local public schools included in this chart does not include preschool students, state wards, foster care students, homeless students or students attending part time or evening classes. It also does not include students from another city or town, even if they are enrolled in our school system (e.g METCO students).

Future LPS Enrollment

Each year the district reviews new student enrollment based on October 1 and produces updated enrollment projections. These projections are offered as a planning tool, but not a definitive prediction of future enrollment. Projections are built on the assumption that historical data and enrollment patterns can offer clues about the future. However, if new variables not present or accounted for in historical data are introduced (i.e. a global pandemic) that have an impact on enrollment, enrollment projections based on this data are unlikely to hold.

About LPS Projections:

For the purposes of this budget, a version of the Cohort Survival Method was used, which is one of multiple models the district runs each year. In this version, future kindergarten enrollments are based on a non-linear regression that incorporates 40 years of historical kindergarten enrollments. Average grade-to-grade progression rates are then applied to the rest of the grades. See [LPS Annual Review of Enrollment](#) for more information.

Projections also include 90% confidence intervals, reflecting the inherent uncertainty associated with projections. Correct interpretation of intervals is that there is a 90% chance that the confidence interval contains the true value of future enrollment. It is recommended that plans based on projections consider this confidence interval and incorporate appropriate flexibility. LPS will continue to monitor enrollment very closely and strongly encourage those engaged in planning that considers multiple possible future scenarios when possible.

Updated enrollment projections and confidence intervals are summarized in Table 6. District-wide, Lexington's elementary enrollment is projected to decrease over the next three years. Two primary factors impacting future growth at this level are the size of the incoming kindergarten classes and the size of the outgoing upper elementary cohorts. The recent smaller size of kindergarten classes combined with comparatively larger elementary classes moving to middle school, even with continued cohort growth through elementary, results in lower elementary projections. Although the overall elementary projections for the next three years show an overall decrease, growth in enrollment can and will likely continue to vary across elementary schools and should be factored into decisions about staffing and resource allocation.

Overall middle school enrollment is also projected to decline into FY 2024 (an approximate decline of 50 students) and then level out the following year. Similar to patterns expected at the elementary, the larger outgoing middle school cohorts (currently 552, 591 & 605 in grades 6–8) are projected to be replaced by slightly smaller cohorts moving up from elementary in the next few years (e.g. in FY 2025, cohorts in grades 6–8 are projected to be about 544, 564 and 585). The overall result is a projected decline over the next three years.

The updated forecast for the high school level suggests enrollment will continue at current levels, with enrollments around 2,275 for the next three years.

Table 6: What Is The LPS's Forecasted Enrollment?

	Actual					Projected		
	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
K - 5	3150	3094	3019	2790	2702	2637	2570	2497
						+/-90	+/-130	+/-170
6 to 8	1813	1833	1828	1793	1748	1728	1701	1693
						+/-50	+/-55	+/-60
9 - 12	2212	2263	2275	2261	2273	2272	2264	2275
						+/-55	+/-60	+/-65

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Budget Overview: The Regional High School subprogram budget is for the assessment levied by the Minuteman Regional Vocational Technical School District to support the operations of the School. Minuteman is a regional high school, located in Lexington and Lincoln, which provides technical and academic education for students in grades 9-12 from the Minuteman district, which includes 9 towns as of July 1, 2020, as well as out-of-district students.

Minuteman Tech's programs include courses in Biotechnology, Environmental Science, Multi-media Engineering, Design and Visual Communication, Engineering and Robotics Automation, Cosmetology, Early Education and Teaching, Carpentry, Culinary Arts and Hospitality, Plumbing, Electrical, Health Occupations, Horticulture, Programming and Web Development, Automotive Technology, Welding and Metal Fabrication, Advanced manufacturing courses and a new Animal Science program, as well as four-year academic and college preparatory programs. In addition, adult students can pursue a variety of continuing education programs at Minuteman.

Lexington's historical enrollment at Minuteman is shown in the table below as of October 1st of each year, the date that enrollments from school districts throughout the Commonwealth are reported to the Massachusetts Department of Elementary and Secondary Education.

	10/1/2016	10/1/2017	10/1/2018	10/1/2019	10/1/2020	10/1/2021
High School Students	54	53.5	52	62	71	68
Post Graduate Students*	1	1	1	4	—	—
Total	55	54.5	53	66	71	68

*Beginning in FY2021, Minuteman began offering Minuteman Technical Institute (MTI) for post-secondary students. MTI students pay tuition directly to Minuteman; it had previously been included in the assessment. Two Lexington residents are enrolled in MTI in FY2022.

Appropriated/Authorized Staffing:

No Town staff are charged to this budget.

Budget Recommendations

The FY2023 recommended budget for the Minuteman Regional High School assessment is \$3,223,898, an increase \$93,860 or 3.00% from the FY2022 budget. This is a preliminary figure, as the district is still developing its FY2023 budget, which will be presented to the Minuteman School Committee on January 11, 2022.

Most of the increase is from debt service, much of which is from the new school building, which opened in September 2019. Overall, the assessment incorporates \$1,017,152 in debt service, an increase of \$89,260 or 9.6%. Since all debt for the new building has now been issued, Minuteman projects that future debt requirements will gradually reduce as debt is paid down.

The annual assessment is broken out as follows -

Category	FY2020	FY2021	FY2022	FY2023	\$ Change	% Change
Minimum Required Contribution	\$ 799,005	\$ 1,057,954	\$ 1,156,993	\$ 1,158,939	\$ 1,946	0.2%
Transportation Assessment	\$ 86,714	\$ 83,516	\$ 109,594	\$ 78,524	\$ (31,070)	(28.4)%
Remaining Operating Assessment	\$ 962,102	\$ 1,011,769	\$ 935,559	\$ 969,283	\$ 33,724	3.6%
Capital/Debt Service	\$ 618,510	\$ 709,909	\$ 927,892	\$ 1,017,152	\$ 89,260	9.6%
Post-Graduate	\$ 3,800	\$ —			\$ —	—%
Total Assessment	\$ 2,470,131	\$ 2,863,147	\$ 3,130,038	\$ 3,223,898	\$ 93,860	3.0%

*Numbers may not add due to rounding.

1200 Minuteman Regional High School

Program: Education
Town of Lexington, MA

Budget Summary:

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 2,470,131	\$ 2,863,147	\$ 3,130,038	\$ 3,223,898	\$ —	\$ 3,223,898	\$ 93,860	3.00%
Total 1200 Minuteman	\$ 2,470,131	\$ 2,863,147	\$ 3,130,038	\$ 3,223,898	\$ —	\$ 3,223,898	\$ 93,860	3.00%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Expenses	\$ 2,470,131	\$ 2,863,147	\$ 3,130,038	\$ 3,223,898		\$ 3,223,898	\$ 93,860	3.00%
Total 1200 Minuteman	\$ 2,470,131	\$ 2,863,147	\$ 3,130,038	\$ 3,223,898	\$ —	\$ 3,223,898	\$ 93,860	3.00%

Level-Service Requests	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 1200 Minuteman	\$ 2,470,131	\$ 2,863,147	\$ 3,130,038	\$ 3,223,898	\$ —	\$ 3,223,898	\$ 93,860	3.00%
Total 1200 Minuteman	\$ 2,470,131	\$ 2,863,147	\$ 3,130,038	\$ 3,223,898	\$ —	\$ 3,223,898	\$ 93,860	3.00%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Compensation	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Contractual Services	\$ 2,470,131	\$ 2,863,147	\$ 3,130,038	\$ 3,223,898	\$ —	\$ 3,223,898	\$ 93,860	3.00%
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Supplies	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Expenses	\$ 2,470,131	\$ 2,863,147	\$ 3,130,038	\$ 3,223,898	\$ —	\$ 3,223,898	\$ 93,860	3.00%
Total 1200 Minuteman	\$ 2,470,131	\$ 2,863,147	\$ 3,130,038	\$ 3,223,898	\$ —	\$ 3,223,898	\$ 93,860	3.00%

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Section IV: Program 2000: Shared Expenses

This section includes detailed information about the FY2023 Operating Budget & Financing Plan for shared expenses. It includes:

- 2100 Employee Benefits IV-3
- 2200 Property & Liability Insurance IV-8
- 2300 Solar Producer Payments IV-10
- 2400 Debt Service IV-12
- 2500 Reserve Fund IV-14
- 2600 Public Facilities IV-17

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Mission: To provide and manage a comprehensive benefits program for Town and School employees and retirees.

Budget Overview: Included in the Employee Benefits and Insurance program are costs for the Town's pension assessment, workers' compensation, unemployment insurance, health, dental and life insurance benefits and the Medicare tax.

Employee Benefits is comprised of the following:

- Contributory Retirement Assessment: The assessment of the Lexington Contributory Retirement System levied to the Town to finance a portion of retirement benefits of Town and non-teaching School employees. This assessment is issued pursuant to Massachusetts General Laws (MGL) Chapter 32 and is based on an actuarial valuation of the funding obligations of the Lexington Contributory Retirement System. In addition to this assessment, employee contributions - ranging from 5% to 11% depending on date of hire - provide the majority of pension system funding.
- Non-Contributory Retirement: The cost of benefits for employees who retired prior to the creation of the Lexington Contributory Retirement System.
- Employee/Retiree Benefits: The Town's annual contribution for health, dental and life insurance for active Municipal and School Department employees and retirees, and the Town's 1.45% share of Medicare tax for all employees hired after 1986.
- Unemployment Compensation: The cost of unemployment payments for eligible employees separated from Municipal or School Department employment. The Town self-insures for this expense.
- Workers' Compensation: The medical costs incurred by Municipal and School employees injured on the job, and medical costs of former public safety employees who retired on accidental disability. The Town largely self-insures for this expense, but purchases "stop loss" insurance for extraordinary work-related medical claims. The premiums for that insurance are captured in the Workers' Compensation budget.

Authorized/Appropriated Staffing:

Staff support is provided through the Town Manager's Office, Human Resources and the Finance Department. Portions of the salaries of four employees are charged to the General Fund health insurance budget.

Budget Recommendations:

The FY2023 recommended All Funds Employee Benefits and Insurance budget is \$41,891,886. This is a \$1,997,463 or 5.01% increase from the FY2022 budget. The recommended budget includes the benefits costs (health, dental, life, Medicare and workers' compensation) for all municipal and school staff and retirees as of November 1, 2021.

Changes Include:

1. A \$741,750, or 10.00% increase in Contributory Retirement based on a revised funding schedule based on the January 1, 2021 actuarial valuation of the Lexington Retirement System. Of that amount, \$400,000 is funded from Free Cash, which is the same level of Free Cash funding as in FY2022. The revised schedule would result in full funding of the system's unfunded liability by 2030, given the current actuarial assumptions.
2. A \$450 or 2.76% increase in Non-Contributory Retirement costs for employees receiving pensions awarded prior to the creation of the Contributory Retirement system.
3. A \$72,524 or 3.66% increase in the Town's contribution for the Medicare Tax based on FY2021 actual costs, projected FY2022 and FY2023 salaries and wages, new municipal positions, and historical rates of increase in this item.
4. A \$1,284,346 or 4.54% increase in health insurance costs (General Fund). The FY2023 budget is based on an increase of 5.0% in health insurance premiums across all plans at November 2021 enrollment levels, and the projected addition of eighty (80) subscribers (new enrollees to health coverage, either from new retirees, active employees electing to begin or resume coverage, and active employees switching from individual to family plans). The recommended budget includes benefits for a newly benefited position at the Department of Public Facilities.
5. A \$15,785 or 1.44% increase in dental insurance costs (General Fund) based on the anticipated level-funding of premium rates for FY2023, updated to reflect November 2021 enrollment levels and a newly benefited position at the Department of Public Facilities.
6. No increase in life insurance costs based on projected enrollments.
7. Level-funding of unemployment insurance based on the revised budget of \$200,000, which reflects recent claim activity.
8. A \$(125,000) or (16.67)% decrease in workers' compensation costs to a total of \$625,000. As of June 30, 2021, this continuing appropriation account had a total balance of \$2,455,662. In light of the fund balance, staff recommend a gradual reduction in the appropriation through FY2026, with a goal of maintaining a fund balance of \$2 million.

2100 Employee Benefits & Insurance

Program: Shared Expenses
Town of Lexington, MA

Budget Summary - General Fund

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 33,802,865	\$ 35,228,913	\$ 38,737,210	\$ 40,513,650	\$ 20,331	\$ 40,533,981	\$ 1,796,771	4.64%
Transfers from Enterprise Funds to General Fund (Indirects)	\$ 708,643	\$ 762,237	\$ 611,775	\$ 805,256	\$ —	\$ 805,256	\$ 193,481	31.63%
Free Cash for Updated Pension Schedule	\$ —	\$ —	\$ 400,000	\$ 400,000	\$ —	\$ 400,000	\$ —	—%
PEG Access Special Revenue Fund	\$ 4,976	\$ 5,250	\$ 5,575	\$ 5,178	\$ —	\$ 5,178	\$ (397)	-7.12%
Total 2100 Employee Benefits	\$ 34,516,484	\$ 35,996,400	\$ 39,754,560	\$ 41,724,084	\$ 20,331	\$ 41,744,415	\$ 1,989,855	5.01%

Appropriation Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 80,546	\$ 103,959	\$ 115,083	\$ 121,047	\$ —	\$ 121,047	\$ 5,964	5.18%
Expenses	\$ 34,435,938	\$ 35,892,440	\$ 39,639,477	\$ 41,603,037	\$ 20,331	\$ 41,623,368	\$ 1,983,891	5.00%
Total 2100 Employee Benefits	\$ 34,516,484	\$ 35,996,400	\$ 39,754,560	\$ 41,724,084	\$ 20,331	\$ 41,744,415	\$ 1,989,855	5.01%

Level-Service Requests (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 2110 Contributory Retirement	\$ 6,334,436	\$ 6,679,199	\$ 7,417,500	\$ 8,159,250	\$ —	\$ 8,159,250	\$ 741,750	10.00%
Total 2120 Non-Contributory Retirement	\$ 15,487	\$ 15,907	\$ 16,327	\$ 16,777	\$ —	\$ 16,777	\$ 450	2.76%
<i>Subtotal - Retirement</i>	<i>\$ 6,349,923</i>	<i>\$ 6,695,106</i>	<i>\$ 7,433,827</i>	<i>\$ 8,176,027</i>	<i>\$ —</i>	<i>\$ 8,176,027</i>	<i>\$ 742,200</i>	<i>9.98%</i>
Total 2130 Medicare	\$ 1,851,593	\$ 1,907,961	\$ 1,982,127	\$ 2,051,574	\$ 3,077	\$ 2,054,651	\$ 72,524	3.66%
Total 2130 Health Insurance	\$ 24,133,417	\$ 25,448,028	\$ 28,270,148	\$ 29,537,763	\$ 16,731	\$ 29,554,494	\$ 1,284,346	4.54%
Total 2130 Dental Insurance	\$ 1,072,635	\$ 985,610	\$ 1,093,458	\$ 1,108,720	\$ 523	\$ 1,109,243	\$ 15,785	1.44%
Total 2130 Life Insurance	\$ 21,571	\$ 20,384	\$ 25,000	\$ 25,000	\$ —	\$ 25,000	\$ —	—
<i>Subtotal - Health/Life Benefits</i>	<i>\$ 27,079,216</i>	<i>\$ 28,361,983</i>	<i>\$ 31,370,733</i>	<i>\$ 32,723,057</i>	<i>\$ 20,331</i>	<i>\$ 32,743,388</i>	<i>\$ 1,372,655</i>	<i>4.38%</i>
Total 2140 Unemployment	\$ 200,000	\$ 64,311	\$ 200,000	\$ 200,000	\$ —	\$ 200,000	\$ —	—%
Total 2150 Workers Compensation*	\$ 887,346	\$ 875,000	\$ 750,000	\$ 625,000	\$ —	\$ 625,000	\$ (125,000)	-16.67%
<i>Subtotal - Other Employee Benefits</i>	<i>\$ 1,087,346</i>	<i>\$ 939,311</i>	<i>\$ 950,000</i>	<i>\$ 825,000</i>	<i>\$ —</i>	<i>\$ 825,000</i>	<i>\$ (125,000)</i>	<i>-13.16%</i>
Total 2100 Employee Benefits	\$ 34,516,484	\$ 35,996,400	\$ 39,754,560	\$ 41,724,084	\$ 20,331	\$ 41,744,415	\$ 1,989,855	5.01%

Object Code Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 80,546	\$ 103,959	\$ 115,083	\$ 121,047	\$ —	\$ 121,047	\$ 5,964	5.18%
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—
<i>Personal Services</i>	<i>\$ 80,546</i>	<i>\$ 103,959</i>	<i>\$ 115,083</i>	<i>\$ 121,047</i>	<i>\$ —</i>	<i>\$ 121,047</i>	<i>\$ 5,964</i>	<i>5.18%</i>
Contractual Services	\$ 34,435,938	\$ 35,892,440	\$ 39,639,477	\$ 41,603,037	\$ 20,331	\$ 41,623,368	\$ 1,983,891	5.00%
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—
Supplies	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—
<i>Expenses</i>	<i>\$ 34,435,938</i>	<i>\$ 35,892,440</i>	<i>\$ 39,639,477</i>	<i>\$ 41,603,037</i>	<i>\$ 20,331</i>	<i>\$ 41,623,368</i>	<i>\$ 1,983,891</i>	<i>5.00%</i>
Total 2100 Employee Benefits	\$ 34,516,484	\$ 35,996,400	\$ 39,754,560	\$ 41,724,084	\$ 20,331	\$ 41,744,415	\$ 1,989,855	5.01%

Budget Summary - Revolving Funds*

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Directed Funding (Revolving Funds)	\$ 119,250	\$ 133,586	\$ 139,863	\$ 147,471	\$ —	\$ 147,471	\$ 7,608	5.44%
Total 2100 Employee Benefits	\$ 119,250	\$ 133,586	\$ 139,863	\$ 147,471	\$ —	\$ 147,471	\$ 7,608	5.44%

*Revolving Funds are authorized by Town Meeting via Article 9, and are not appropriated under Article 4.

Level-Service Requests (Revolving Funds)	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 2130 Health Insurance	\$ 117,343	\$ 129,199	\$ 135,729	\$ 143,337	\$ —	\$ 143,337	\$ 7,608	5.61%
Total 2130 Dental Insurance	\$ 1,908	\$ 4,387	\$ 4,134	\$ 4,134	\$ —	\$ 4,134	\$ —	—%
Total 2100 Employee Benefits	\$ 119,250	\$ 133,586	\$ 139,863	\$ 147,471	\$ —	\$ 147,471	\$ 7,608	5.44%

Budget Summary - All Funds

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 80,546	\$ 103,959	\$ 115,083	\$ 121,047	\$ —	\$ 121,047	\$ 5,964	5.18%
Expenses	\$ 34,555,188	\$ 36,026,026	\$ 39,779,340	\$ 41,750,508	\$ 20,331	\$ 41,770,839	\$ 1,991,499	5.01%
Total 2100 Employee Benefits	\$ 34,635,735	\$ 36,129,986	\$ 39,894,423	\$ 41,871,555	\$ 20,331	\$ 41,891,886	\$ 1,997,463	5.01%

2100 Employee Benefits & Insurance

Program: Shared Expenses
Town of Lexington, MA

Focus on: Health Benefits – Line Item 2130

While the cost of health insurance continues to be a concern for the Town of Lexington, as is the case with all public and private organizations in this region and across the country, the Town was successful in negotiating with the Employee Health Insurance Coalition to join the State's Group Insurance Commission (GIC) health insurance program, which has helped to slow the growth of this large cost driver.

The Town has an agreement with the Public Employees Committee (PEC) to remain in the GIC through June 30, 2022, and will begin bargaining for a successor agreement this spring.

The table below displays an approximate distribution of health insurance costs for Municipal and School employees and Retirees.

Table 1: Health Insurance Budget: FY2018 - FY2023							
	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	Budgeted FY2022	Projected FY2023	Increase FY2022 to FY2023
Town ⁽¹⁾	\$ 3,445,544	\$ 3,636,336	\$ 3,903,453	\$ 4,242,098	\$ 4,874,424	\$ 5,059,791	3.80%
School	\$ 11,232,098	\$ 12,141,910	\$ 13,170,788	\$ 13,965,697	\$ 15,502,288	\$ 16,244,427	4.79%
Retirees	\$ 6,790,042	\$ 6,725,482	\$ 6,980,911	\$ 7,165,298	\$ 7,815,172	\$ 8,175,329	4.61%
Total	\$ 21,467,685	\$ 22,503,728	\$ 24,055,153	\$ 25,373,093	\$ 28,191,883	\$ 29,479,547	4.57%
Mitigation Fund ⁽²⁾	\$ 300,000	---	---	---	---	---	---
Medicare Part B Penalty ⁽³⁾	\$ 88,628	\$ 82,241	\$ 78,264	\$ 74,935	\$ 78,264	\$ 74,935	(4.25)%
Net Budget Amount	\$ 21,856,313	\$ 22,585,970	\$ 24,133,417	\$ 25,448,028	\$ 28,270,147	\$ 29,554,481	4.54%

(1) Portion of salaries attributable to health insurance administration is inclusive in these figures.

(2) Payment made to the Public Employee Committee (PEC) HRA Mitigation Fund to offset increasing co-pays and deductibles.

(3) Medicare Part B Penalty is the penalty the Town must pay due to deferred migration of retirees from active plans to Medicare supplement plans.

2100 Employee Benefits & Insurance

Program: Shared Expenses
Town of Lexington, MA

The table below shows the number of employees and retirees enrolled in the Town's health insurance program.

Table 2: Health Insurance Enrollments ⁽¹⁾

Actual Subscribers				FY2022 Budget	FY2023 Budget
				Based on Actual Subscribers, plus Additional Projected Lives shown below	
Subscribers	Nov. 2017 (FY2018)	Nov. 2018 (FY2019)	Nov. 2019 (FY2020)	Nov. 2020 (FY2021)	Nov. 2021 (FY2022)
Municipal					
Individual	81	96	107	98	110
Family	176	164	168	171	172
subtotal	257	260	275	269	282
School					
Individual	336	356	350	358	376
Family	502	536	561	555	536
subtotal	838	892	911	913	912
Retirees	1,269	1,289	1,307	1,302	1,338
subtotal	2,364	2,441	2,493	2,484	2,532
Additional projected lives for budget purposes					
Position Vacancies					
Municipal				18	9
School				13	26
subtotal				31	35
Estimated Open Enrollment / Qualifying Events ⁽²⁾					
Individual				9	9
Family				27	27
Retirees				44	44
subtotal				80	80
total	2,364	2,441	2,493	2,595	2,647
New Positions					
School ⁽³⁾				0	0
Municipal ⁽³⁾				2	0
Facilities Dept.				0	1
subtotal				2	1
Estimated Reduction in Subscribers					
Retirees				(34)	(34)
total	2,364	2,441	2,493	2,563	2,614
(1) The subscriber counts above do not include COBRA subscribers, but include employees whose salaries and benefits are funded either fully or partially from non-General Fund sources.					
(2) The projection shown under open enrollment / qualifying events is based on an assumption of current employees losing coverage on their spouse's plans, and changes in marital status or dependent status.					
(3) Based on the budgets as recommended by the Superintendent and Town Manager and assumes that each full-time equivalent will subscribe to Town's insurance. The cost is estimated at a composite rate based on school and municipal personnel enrollment.					

Mission: To provide and manage a comprehensive property and liability management program for all property and equipment in the Town.

Budget Overview: The property and liability management program consists of the following elements:

- Property and Liability Insurance: The cost of premiums for policies that: (1) protect the Town against property loss and damage; (2) insure the Town's vehicles; and (3) cover the Town against liability claims.
- Uninsured Losses: A continuing balance account for uninsured property losses, settlements and deductibles contained in various insurance policies.

Authorized/Appropriated Staffing:

A portion of the Deputy Town Manager's salary is charged to this line-item in recognition of the ongoing support provided.

Budget Recommendations:

The FY2023 overall recommendation for Property and Liability Insurance is \$1,095,000, which is a level-funded from the FY2022 appropriation.

1. Property and liability insurance is increasing by \$50,000 or 5.92%. In FY2022, the appropriation was level-funded due to savings realized from a new procurement. Premium increases of approximately 5% were used to project the FY2023 funding level.
2. A \$50,000 decrease in the budget for uninsured losses. The balance in this continuing balance account as of June 30, 2021, is \$1,563,470. In light of the fund balance, staff recommend a gradual reduction in the appropriation, with a goal of maintaining a fund balance of \$1 million.

2200 Property & Liability Insurance

Program: Shared Expenses
Town of Lexington, MA

Budget Summary

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$1,022,643	\$1,008,200	\$ 1,069,961	\$1,064,863	\$ —	\$ 1,064,863	\$ (5,098)	(0.48)%
Transfers from Enterprise Funds to General Fund (Indirects)	\$ 32,113	\$ 33,096	\$ 25,039	\$ 30,137	\$ —	\$ 30,137	\$ 5,098	20.36 %
Total 2200 Property & Liability Insurance	\$1,054,756	\$1,041,296	\$ 1,095,000	\$1,095,000	\$ —	\$ 1,095,000	\$ —	— %

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 35,090	\$ 37,035	\$ 36,338	\$ 37,806	\$ —	\$ 37,806	\$ 1,468	4.04 %
Expenses	\$1,019,666	\$1,004,261	\$ 1,058,662	\$1,057,194	\$ —	\$ 1,057,194	\$ (1,468)	(0.14)%
Total 2200 Property & Liability Insurance	\$1,054,756	\$1,041,296	\$ 1,095,000	\$1,095,000	\$ —	\$ 1,095,000	\$ —	— %

Level-Service Requests	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 2210 Property & Liability Insurance	\$ 804,756	\$ 791,296	\$ 845,000	\$ 895,000	\$ —	\$ 895,000	\$ 50,000	5.92 %
Total 2220 Uninsured Losses	\$ 250,000	\$ 250,000	\$ 250,000	\$ 200,000	\$ —	\$ 200,000	\$ (50,000)	(20.00)
Total 2200 Property & Liability Insurance	\$1,054,756	\$1,041,296	\$ 1,095,000	\$1,095,000	\$ —	\$ 1,095,000	\$ —	— %

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 35,090	\$ 37,035	\$ 36,338	\$ 37,806	\$ —	\$ 37,806	\$ 1,468	4.04 %
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—
Compensation	\$ 35,090	\$ 37,035	\$ 36,338	\$ 37,806	\$ —	\$ 37,806	\$ 1,468	4.04 %
Contractual Services	\$1,019,666	\$1,004,261	\$ 1,058,662	\$1,057,194	\$ —	\$ 1,057,194	\$ (1,468)	(0.14)%
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—
Supplies	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—
Expenses	\$1,019,666	\$1,004,261	\$ 1,058,662	\$1,057,194	\$ —	\$ 1,057,194	\$ (1,468)	(0.14)%
Total 2200 Property & Liability Insurance	\$1,054,756	\$1,041,296	\$ 1,095,000	\$1,095,000	\$ —	\$ 1,095,000	\$ —	— %

2300 Solar Producer Payments

Program: Shared Expenses
Town of Lexington, MA

Mission: To provide obligated payments for the installation and operating costs of the solar array at the Hartwell Avenue Compost Facility.

Budget Overview: For the solar arrays installed at the Hartwell Avenue Compost Facility, Eversource elected to reimburse the Town for the solar power generated via monthly payments, rather than issue a credit on the Town's electric bills. For the rooftop solar panels on Town and School buildings, that energy is credited in the monthly bill, thereby reducing utility costs at the Department of Public Facilities. As a means of separately tracking the Hartwell Avenue arrangement, this budget division reflects:

- Net Metering Credits: The revenues received from Eversource in return for solar power generated at Hartwell Avenue. Any excess revenues are deposited into the General Fund.
- Solar Producer Payments: The annual amount paid to Syncarpha, the current owner of the solar panels, for the cost of construction and operating costs.

Authorized/Appropriated Staffing:

No direct staff is charged to this line-item. Staff support is provided through the Public Facilities, Town Manager and Finance departments.

Budget Recommendations:

The FY2023 overall recommendation for Solar Producer Payments is \$390,000, which is level-funded from the FY2022 appropriation.

2300 Solar Producer Payments

Program: Shared Expenses
Town of Lexington, MA

Budget Summary

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ (306,475)	\$ (306,604)	\$ (280,000)	\$ (280,000)	\$ —	\$ (280,000)	\$ —	— %
Net-Metering Credits	\$ 691,986	\$ 674,298	\$ 670,000	\$ 670,000	\$ —	\$ 670,000	\$ —	— %
Total 2300 Solar Producer Payments	\$ 385,512	\$ 367,694	\$ 390,000	\$ 390,000	\$ —	\$ 390,000	\$ —	— %

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Expenses	\$ 385,512	\$ 367,694	\$ 390,000	\$ 390,000	\$ —	\$ 390,000	\$ —	— %
Total 2300 Solar Producer Payments	\$ 385,512	\$ 367,694	\$ 390,000	\$ 390,000	\$ —	\$ 390,000	\$ —	— %

Level-Service Requests	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 2300 Solar Producer Payments	\$ 385,512	\$ 367,694	\$ 390,000	\$ 390,000	\$ —	\$ 390,000	\$ —	— %
Total 2300 Solar Producer Payments	\$ 385,512	\$ 367,694	\$ 390,000	\$ 390,000	\$ —	\$ 390,000	\$ —	— %

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Compensation	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Contractual Services	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Utilities	\$ 385,512	\$ 367,694	\$ 390,000	\$ 390,000	\$ —	\$ 390,000	\$ —	— %
Supplies	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Expenses	\$ 385,512	\$ 367,694	\$ 390,000	\$ 390,000	\$ —	\$ 390,000	\$ —	— %
Total 2300 Solar Producer Payments	\$ 385,512	\$ 367,694	\$ 390,000	\$ 390,000	\$ —	\$ 390,000	\$ —	— %

Summary of Townwide Solar Credits and Expenses

	FY2017 Actual	FY2018 Actual**	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projection
Rooftop Solar Bill Credits	\$ 279,665	\$ 303,696	\$ 333,329	\$ 326,421	\$ 308,738	\$ 291,500	\$ 291,500
Rooftop PILOT*	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Rooftop Solar Payments	\$ (162,343)	\$ (157,038)	\$ (159,033)	\$ (173,254)	\$ (164,249)	\$ (165,000)	\$ (165,000)
Net Revenue subtotal	\$ 147,322	\$ 176,658	\$ 204,296	\$ 183,167	\$ 174,489	\$ 156,500	\$ 156,500
Hartwell Solar Revenue		\$ 647,232	\$ 720,493	\$ 691,986	\$ 674,298	\$ 670,000	\$ 670,000
Hartwell PILOT*		\$ 55,400	\$ 55,400	\$ 55,400	\$ 55,400	\$ 55,400	\$ 55,400
Hartwell Annual Lease		\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Hartwell Solar Payments		\$ (355,257)	\$ (351,839)	\$ (385,512)	\$ (367,694)	\$ (390,000)	\$ (390,000)
Net Revenue subtotal	\$ —	\$ 348,375	\$ 425,054	\$ 362,875	\$ 363,004	\$ 336,400	\$ 336,400
Total Net Revenue	\$ 147,322	\$ 525,033	\$ 629,350	\$ 546,042	\$ 537,493	\$ 492,900	\$ 492,900

*Per MA DOR, solar PILOTs (Payments in Lieu of Taxes) are deposited as Personal Property taxes rather than under a PILOT category of revenue.

**FY2018 costs/revenue for Hartwell are not representative of a full year of operations.

Mission: To manage the issuance of Town debt in a manner which protects assets that are required to deliver town services and yet limits large increases or decreases in annual debt service.

Budget Overview: Debt service includes General Fund principal and interest payments for levy-supported (non-exempt) debt, both authorized by Town Meeting, as well as for capital projects being proposed to the 2022 Annual Town Meeting.

Debt service on projects funded from the Compost Revolving Fund is shown in the DPW Budget element 3420; and debt service for Water and Sewer Enterprise projects is shown in the DPW Budget under elements 3610 and 3710, respectively.

Debt Service voted to be exempt from Proposition 2½, while not appropriated by Town Meeting, is presented for informational purposes.

Authorized/Appropriated Staffing:

There is no direct staff charged to this line-item. Staff support for managing debt service is provided through the Town Manager and Finance departments.

Budget Recommendations:

Total gross within-levy and Exempt debt service (before mitigation) is decreasing by \$(2,756,232), or (10.15)% compared to FY2022. Within-Levy debt service of \$8,341,580 is decreasing by \$(2,055,532), or (19.77)% primarily due to the bond anticipation notes issued for the land purchases on Pelham Road and Bedford Street being retired in FY2022.

The Town's target increase for net within-levy debt service is 5% per year, and any amount over that is recommended to be mitigated with a transfer from the Capital Stabilization Fund. For FY2023, net within-levy debt is \$8,325,455, an increase of \$300,550 or 3.75% from FY2022 budgeted amounts; therefore, a transfer from the Capital Stabilization fund is not needed to mitigate within-levy debt service in FY2023. Transfers may be needed in future years to mitigate within levy debt service related to the Hartwell Avenue street improvements, or other significant capital projects that may arise.

FY2022 gross exempt debt service as reported on the FY2022 Tax Rate Recap \$16,747,991, which was mitigated via a \$2,800,000 transfer from the Capital Stabilization Fund. FY2023 gross exempt debt service is projected at \$16,047,291, a decrease of \$(700,700), or (4.18)% compared to FY2022 gross exempt debt service. FY2023 exempt debt service continues to be driven by the excluded debt projects approved by the voters in December 2017 – the Fire Station Replacement, Hastings Elementary School Replacement and the new Lexington Children's Place (LCP) building. To mitigate the impact of this increase on Lexington taxpayers, it is proposed that \$800,000 of Capital Stabilization Funds be appropriated to offset exempt debt service in FY2023.

It is notable that the authorized debt for the capital projects noted above was mostly issued as of June 30, 2020, and exempt debt service for these projects peaked in FY2021. The Police Station reconstruction is proposed for the 2022 Annual Town Meeting and a debt exclusion vote is expected to follow in June 2022. If approved, gross exempt debt service will increase over the next 2-3 years. Despite this increase, significant draw-downs from the Capital Stabilization Fund are not expected for this project as the Police Station debt will be partly offset by older exempt debt that will be retired over the same period.

The FY2023 proposed capital projects are described in greater detail in Section XI: Capital Investment in this Town Manager's Preliminary Recommended Budget and Financing Plan.

2400 Debt Service

Program: Shared Expenses Town of Lexington, MA

Budget Summary

Funding Sources (All Funds)	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$20,604,753	\$22,675,688	\$ 24,293,170	\$23,572,746	\$ —	\$ 23,572,746	\$ (720,424)	(2.97)%
Fund Transfers								
Capital Stab. Fund - Within Levy Debt	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—
Capital Stab. Fund - Exempt Debt	\$ 5,200,000	\$ 4,600,000	\$ 2,800,000	\$ 800,000	\$ —	\$ 800,000	\$ (2,000,000)	(71.43)%
Cemetery Sale of Lots Fund	\$ 64,380	\$ 40,480	\$ 51,933	\$ 16,125	\$ —	\$ 16,125	\$ (35,808)	(68.95)%
Betterments Fund	\$ 16,000	\$ 6,200	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Visitors Center Stabilization Fund	\$ —	\$ 200,000	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Total Debt Service	\$25,885,133	\$27,522,368	\$ 27,145,103	\$ 24,388,871	\$ —	\$ 24,388,871	\$ (2,756,232)	(10.15)%

Appropriation Summary (All Funds)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Expenses	\$25,885,133	\$27,522,368	\$ 27,145,103	\$24,388,871	\$ —	\$ 24,388,871	\$ (2,756,232)	(10.15)%
Total Debt Service	\$25,885,133	\$27,522,368	\$ 27,145,103	\$ 24,388,871	\$ —	\$ 24,388,871	\$ (2,756,232)	(10.15)%

Gross Within Levy Debt Service	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 2410 Within-Levy Long-Term Principal*	\$ 5,968,224	\$ 6,292,000	\$ 5,626,400	\$ 5,671,349	\$ —	\$ 5,671,349	\$ 44,949	0.80 %
Total 2420 Within-Levy Long-Term Interest	\$ 1,010,976	\$ 1,101,675	\$ 956,198	\$ 1,245,624	\$ —	\$ 1,245,624	\$ 289,426	30.27 %
Total 2430 Within-Levy Short-Term Principal	\$ 2,275,366	\$ 2,712,350	\$ 3,373,865	\$ 1,196,214	\$ —	\$ 1,196,214	\$ (2,177,651)	(64.54)%
Total 2430 Within-Levy Short-Term Interest	\$ 302,312	\$ 131,513	\$ 440,649	\$ 228,393	\$ —	\$ 228,393	\$ (212,256)	(48.17)%
Total Gross Within-Levy Debt Service	\$ 9,556,878	\$10,237,538	\$ 10,397,112	\$ 8,341,580	\$ —	\$ 8,341,580	\$ (2,055,532)	(19.77)%

Net Within Levy Debt Service	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 2410 Within-Levy Long-Term Principal*	\$ 5,968,224	\$ 6,292,000	\$ 5,626,400	\$ 5,671,349	\$ —	\$ 5,671,349	\$ 44,949	0.80 %
Total 2420 Within-Levy Long-Term Interest	\$ 1,010,976	\$ 1,101,675	\$ 956,198	\$ 1,245,624	\$ —	\$ 1,245,624	\$ 289,426	30.27 %
Total 2430 Within-Levy Short-Term Borrowing	\$ 2,577,678	\$ 2,843,863	\$ 3,814,514	\$ 1,424,607	\$ —	\$ 1,424,607	\$ (2,389,907)	(62.65)%
Funding Set-aside to Retire Note for Land Purchases	\$ (2,234,614)	\$ (2,403,450)	\$ (2,320,274)	\$ —	\$ —	\$ —	\$ 2,320,274	(100.00)%
Funding from Cemetery Sale of Lots/ Betterments/Visitors Center	\$ (80,380)	\$ (246,680)	\$ (51,933)	\$ (16,125)	\$ —	\$ (16,125)	\$ 35,808	(68.95)%
Total Net Within-Levy Debt Service	\$ 7,241,885	\$ 7,587,408	\$ 8,024,905	\$ 8,325,455	\$ —	\$ 8,325,455	\$ 300,550	3.75 %
Use of Capital Stabilization Fund to hold debt service increases (net of projects funded with new revenue and the retirement of notes for land purchases) to 5% annually	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Total Mitigated Within-Levy Debt Service	\$ 7,241,885	\$ 7,587,408	\$ 8,024,905	\$ 8,325,455	\$ —	\$ 8,325,455	\$ 300,550	3.75 %

Exempt Debt Service	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total Exempt Debt Service	\$16,328,255	\$17,284,830	\$ 16,747,991	\$16,047,291	\$ —	\$ 16,047,291	\$ (700,700)	(4.18)%
Use of Capital Stabilization Fund to mitigate impact of excluded debt service on property tax bills	\$ (5,200,000)	\$ (4,600,000)	\$ (2,800,000)	\$ (800,000)	\$ —	\$ (800,000)	\$ 2,000,000	(71.43)%
Net Exempt Debt Service	\$11,128,255	\$12,684,830	\$ 13,947,991	\$15,247,291	\$ —	\$ 15,247,291	\$ 1,299,300	9.32 %
Total Gross Debt Service - All Funds	\$25,885,133	\$27,522,368	\$ 27,145,103	\$ 24,388,871	\$ —	\$ 24,388,871	\$ (2,756,232)	(10.15)%
Total Net Debt Service - All Funds	\$18,370,140	\$20,272,238	\$ 21,972,896	\$ 23,572,746	\$ —	\$ 23,572,746	\$ 1,599,850	7.28 %

Mission: To provide for extraordinary and unforeseen expenses.

Budget Overview: The Reserve Fund is under the jurisdiction of the Appropriation Committee.

Authorized/Appropriated Staffing:

There is no direct staff charged to this line-item. Staff support is provided through the Town Manager and Finance departments.

Budget Recommendations:

The FY2023 recommendation for the Reserve Fund is \$750,000, which is level-funded from the FY2022 appropriation.

Notes: The FY2020 and FY2021 budgets for the Reserve Fund were \$900,000 and \$750,000, respectively.

- In FY2020, \$100,000 was transferred to the Fire Department to offset increases in spending due to the Town's response to the COVID-19 pandemic.
- In FY2021, \$15,000 was transferred to the Conservation Division to allow them to respond to a Letter of Map Revision from the Town of Belmont.

2500 Reserve Fund

Program: Shared Expenses
Town of Lexington, Massachusetts

Budget Summary

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ —	\$ —	\$ 750,000	\$ 750,000	\$ —	\$ 750,000	\$ —	— %
Total 2500 Reserve Fund	\$ —	\$ —	\$ 750,000	\$ 750,000	\$ —	\$ 750,000	\$ —	— %

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Expenses	\$ —	\$ —	\$ 750,000	\$ 750,000	\$ —	\$ 750,000	\$ —	— %
Total 2500 Reserve Fund	\$ —	\$ —	\$ 750,000	\$ 750,000	\$ —	\$ 750,000	\$ —	— %

Level-Service Requests	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 2500 Reserve Fund	\$ —	\$ —	\$ 750,000	\$ 750,000	\$ —	\$ 750,000	\$ —	— %
Total 2500 Reserve Fund	\$ —	\$ —	\$ 750,000	\$ 750,000	\$ —	\$ 750,000	\$ —	— %

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Compensation	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Contractual Services	\$ —	\$ —	\$ 750,000	\$ 750,000	\$ —	\$ 750,000	\$ —	— %
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Supplies	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Expenses	\$ —	\$ —	\$ 750,000	\$ 750,000	\$ —	\$ 750,000	\$ —	— %
Total 2500 Reserve Fund	\$ —	\$ —	\$ 750,000	\$ 750,000	\$ —	\$ 750,000	\$ —	— %

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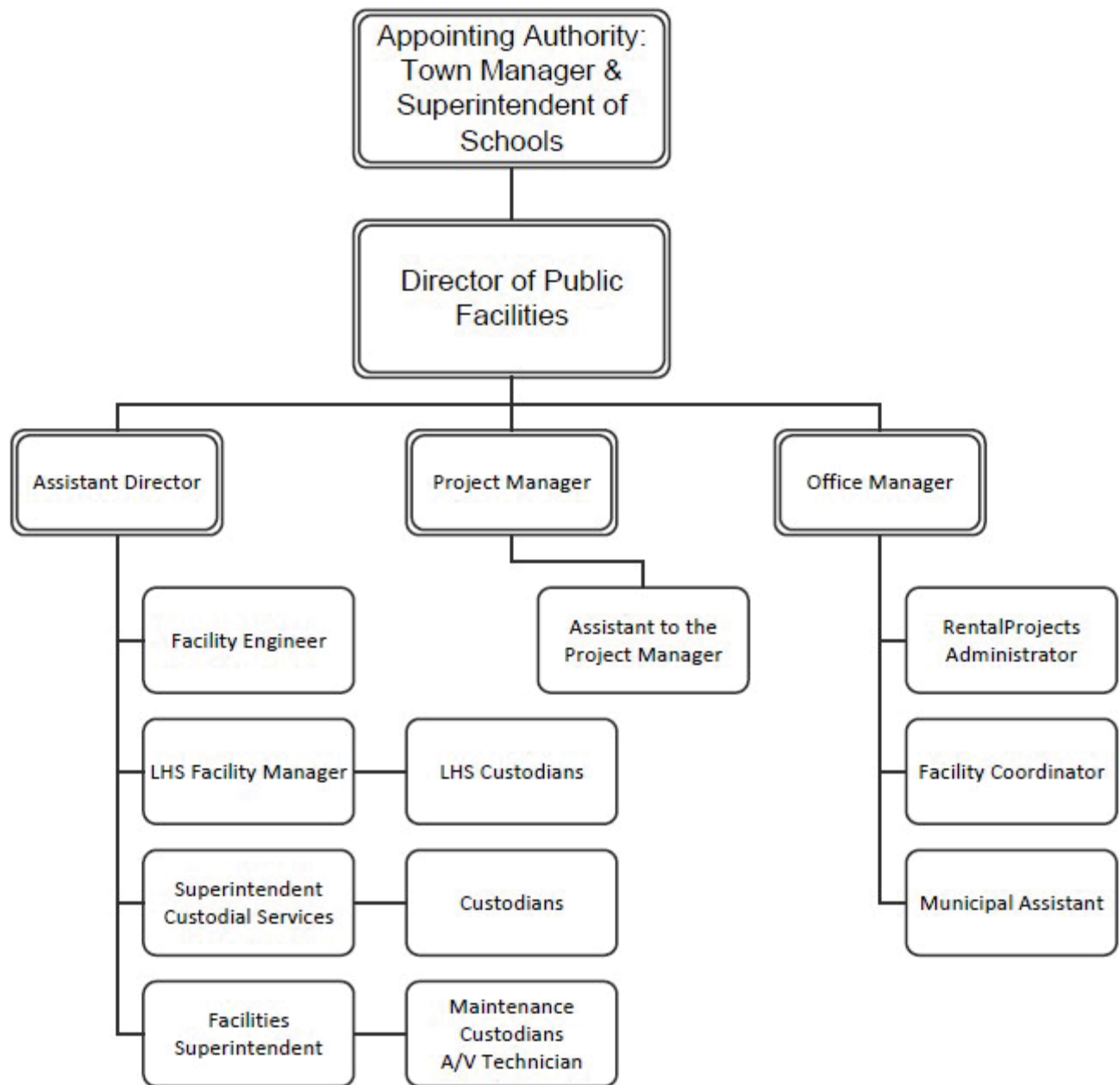


Mission: The mission of the Department of Public Facilities is to manage the efficient operation and maintenance of Town buildings, preserve the facility and equipment assets of the Town, and plan and implement capital improvements. This mission is accomplished by establishing appropriate services in support of building users, fostering continuous improvement in delivery of services, and by establishing a five-year capital plan in collaboration with the Permanent Building Committee and other Town committees.

Budget Overview: The Department of Public Facilities (DPF) is responsible for the coordination and care of all Town-owned buildings inclusive of those under the control of the Town Manager, Library Trustees and School Committee. The primary areas of service include custodial care and cleaning, building maintenance and repair (including preventative maintenance), utilities, and landscaping and grounds (school buildings only). The DPF administrative staff develops and implements the maintenance programs that provide services for the Town buildings. In addition, the DPF Capital Budget and the Building Rental Revolving Fund are managed by DPF staff.

Departmental Initiatives:

1. Continue renovations, additions and new construction at schools in support of increasing enrollments.
2. Support implementation of Town Public Safety projects.
3. Review results of Master Plan survey and incorporate into future capital plans.
4. Implement other priority projects.



2600 Public Facilities

Program: Shared Expenses
Town of Lexington, MA

Authorized/Appropriated Staffing

School Facilities 2610	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Maintenance Staff*	11	12	12	12
Custodian	54	54	54	54
Subtotal FTE	65	66	66	66

Municipal Facilities 2620				
Custodian**	10	12	12	12
Subtotal FTE	10	12	12	12

Shared Facilities 2630				
Director of Public Facilities	1	1	1	1
Assistant Director of Public Facilities	1	1	1	1
Superintendent of Custodial Services	1	1	1	1
Project Manager	1	1	1	1
Facility Superintendent	1	1	1	1
Facility Engineer	1	1	1	1
Event Manager	1	1	1	1
LHS Facility Manager	1	1	1	1
Office Manager	1	1	1	1
Admin. Asst. - Facility Coordinator	1	1	1	1
Admin. Asst. - Clerical/Rental Administrator	1	1	1	1
Municipal Assistant - Part time***	0.5	0.5	0.5	1
Subtotal FTE	11.5	11.5	11.5	12.0

Total FTE	86.5	89.5	89.5	90
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Notes:

* FY2021 includes 1.0 additional maintenance staff person to address an increasing work load due to expanding the town's building footprint over the past decade.

** FY2021 includes 2.0 additional staff for municipal custodians to absorb the contracted custodial expenses for the Town Office Building, Public Services Building, Cary Memorial Library and original Visitors Center with in-house staff, and expand coverage to include the Town Pool, Center Playground bathrooms and the new Visitors Center.

*** In FY2023, a program improvement requests revising the Municipal Assistant's responsibilities to reflect management of the 20-year capital plan database, and increasing the FTE from 0.5 to 1.0.

Budget Recommendations:

The FY2023 recommended All Funds Department of Public Facilities budget inclusive of the General Fund operating budget and the Building Rental Revolving Fund is \$13,254,533. The recommended budget is a \$531,774, or 4.18% increase from the FY2022 budget.

The Department of Public Facilities FY2023 recommended General Fund operating budget, inclusive of the Education Facilities, Municipal Facilities and Shared Facilities divisions, is \$12,669,307, which is a \$515,942, or 4.25% increase from the FY2022 General Fund budget.

The General Fund operating budget for Compensation is \$6,461,256, and reflects a \$282,542 or 4.57% increase, which provides contractually obligated and projected step increases and cost of living increases for the SEIU and AFSCME contracts that expired June 30, 2021. It also reflects a program improvement to enhance the role of the Management Assistant to manage the 20-year capital database, increasing the FTE from 0.5 to 1.0.

The General Fund operating budget for Expenses is \$6,208,051 and reflects a \$233,400, or 3.91% increase. This reflects an overall increase in the cost of cleaning materials and other supplies, as well as the cost of replacing two department vehicles with electric plugins.

For FY2023, Utilities are essentially level-funded. A project to add extensive solar panels to seven school buildings is currently underway, followed by the addition of batteries. The timing of both project phases is uncertain, as is the ultimate impact on electric bills. Staff recognize that there will be cost-savings once each phase is implemented, but the extent of the savings is unclear due to numerous unknown factors. There should be greater clarity during development of the FY2024 budget.

The FY2023 Facilities Department recommended Building Rental Revolving Fund budget is \$585,226, an increase of \$15,832 or 2.78%, which is attributable to increases in wages, staff overtime and benefits charged to this account.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Update Admin Role and Make Full-time	\$ 27,000	\$ 16,796	\$ 43,796	\$ 27,000	\$ 16,796	\$ 43,796	\$ —
Additional Maintenance Responsibilities	\$ 30,700	\$ —	\$ 30,700	\$ —	\$ —	\$ —	\$ 30,700
Maintenance of Empty Facilities	\$ 25,000	\$ —	\$ 25,000	\$ —	\$ —	\$ —	\$ 25,000

2600 Public Facilities

Program: Shared Expenses
Town of Lexington, MA

Budget Summary - General Fund

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$11,075,948	\$11,120,623	\$ 12,132,153	\$12,620,022	\$ 27,000	\$ 12,647,022	\$ 514,869	4.24 %
PEG Special Revenue Fund	\$ 19,466	\$ 20,310	\$ 21,212	\$ 22,285	\$ —	\$ 22,285	\$ 1,073	5.06 %
Total 2600 - Gen'l Fund	\$11,095,414	\$11,140,933	\$ 12,153,365	\$12,642,307	\$ 27,000	\$ 12,669,307	\$ 515,942	4.25 %

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 5,672,548	\$ 5,588,376	\$ 6,178,714	\$ 6,434,256	\$ 27,000	\$ 6,461,256	\$ 282,542	4.57 %
Expenses	\$ 5,422,866	\$ 5,552,557	\$ 5,974,651	\$ 6,208,051	\$ —	\$ 6,208,051	\$ 233,400	3.91 %
Total 2600 - Gen'l Fund	\$11,095,414	\$11,140,933	\$ 12,153,365	\$12,642,307	\$ 27,000	\$ 12,669,307	\$ 515,942	4.25 %

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
2610 - Education Facilities	\$ 7,938,774	\$ 7,904,917	\$ 8,534,697	\$ 8,820,062	\$ —	\$ 8,820,062	\$ 285,365	3.34 %
2620 - Municipal Facilities	\$ 1,987,953	\$ 2,024,527	\$ 2,388,449	\$ 2,457,224	\$ —	\$ 2,457,224	\$ 68,775	2.88 %
2630 - Shared Facilities	\$ 1,168,687	\$ 1,211,489	\$ 1,230,219	\$ 1,365,021	\$ 27,000	\$ 1,392,021	\$ 161,802	13.15 %
Total 2600 - Gen'l Fund	\$11,095,414	\$11,140,933	\$ 12,153,365	\$12,642,307	\$ 27,000	\$ 12,669,307	\$ 515,942	4.25 %

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 5,378,169	\$ 5,372,219	\$ 5,845,430	\$ 6,088,199	\$ 27,000	\$ 6,115,199	\$ 269,769	4.62 %
Overtime	\$ 294,379	\$ 216,157	\$ 333,284	\$ 346,057	\$ —	\$ 346,057	\$ 12,773	3.83 %
<i>Personal Services</i>	<i>\$ 5,672,548</i>	<i>\$ 5,588,376</i>	<i>\$ 6,178,714</i>	<i>\$ 6,434,256</i>	<i>\$ 27,000</i>	<i>\$ 6,461,256</i>	<i>\$ 282,542</i>	<i>4.57 %</i>
Contractual Services	\$ 1,509,275	\$ 1,501,518	\$ 1,527,440	\$ 1,568,250	\$ —	\$ 1,568,250	\$ 40,810	2.67 %
Utilities	\$ 3,122,259	\$ 3,115,925	\$ 3,503,751	\$ 3,520,601	\$ —	\$ 3,520,601	\$ 16,850	0.48 %
Supplies	\$ 654,429	\$ 809,520	\$ 800,860	\$ 868,700	\$ —	\$ 868,700	\$ 67,840	8.47 %
Small Capital	\$ 136,904	\$ 125,594	\$ 142,600	\$ 250,500	\$ —	\$ 250,500	\$ 107,900	75.67 %
<i>Expenses</i>	<i>\$ 5,422,866</i>	<i>\$ 5,552,557</i>	<i>\$ 5,974,651</i>	<i>\$ 6,208,051</i>	<i>\$ —</i>	<i>\$ 6,208,051</i>	<i>\$ 233,400</i>	<i>3.91 %</i>
Total 2600 - Gen'l Fund	\$11,095,414	\$11,140,933	\$ 12,153,365	\$12,642,307	\$ 27,000	\$ 12,669,307	\$ 515,942	4.25 %

Budget Summary - Non-General Funds

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Building Rental Revolving Fund	\$ 484,523	\$ 32,591	\$ 570,000	\$ 586,000	\$ —	\$ 586,000	\$ 16,000	2.81 %
Total 2600 - Non-Gen'l Fund	\$ 484,523	\$ 32,591	\$ 570,000	\$ 586,000	\$ —	\$ 586,000	\$ 16,000	2.81 %

*PEG revenues are tied to spending. For overall revenue, see Select Board budget presentation.

Appropriations Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Building Rental Revolving Fund	\$ 445,126	\$ 8,458	\$ 569,394	\$ 585,226	\$ —	\$ 585,226	\$ 15,832	2.78 %
Personal Services	\$ 225,049	\$ 2,333	\$ 353,294	\$ 368,054	\$ —	\$ 368,054	\$ 14,760	4.18 %
Expenses	\$ 205,350	\$ 6,125	\$ 198,000	\$ 198,000	\$ —	\$ 198,000	\$ —	— %
Benefits	\$ 14,728	\$ —	\$ 18,100	\$ 19,172	\$ —	\$ 19,172	\$ 1,072	5.92 %
Total 2600 - Non-Gen'l Fund	\$ 445,126	\$ 8,458	\$ 569,394	\$ 585,226	\$ —	\$ 585,226	\$ 15,832	2.78 %

Budget Summary - All Funds

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 5,897,596	\$ 5,590,709	\$ 6,532,008	\$ 6,802,310	\$ 27,000	\$ 6,829,310	\$ 297,302	4.55 %
Expenses	\$ 5,628,216	\$ 5,558,682	\$ 6,172,651	\$ 6,406,051	\$ —	\$ 6,406,051	\$ 233,400	3.78 %
Benefits	\$ 14,728	\$ —	\$ 18,100	\$ 19,172	\$ —	\$ 19,172	\$ 1,072	5.92 %
Total 2600 (All Funds)	\$11,540,540	\$11,149,391	\$ 12,722,759	\$13,227,533	\$ 27,000	\$ 13,254,533	\$ 531,774	4.18 %

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Section V: Program 3000: Public Works

This section includes detailed information about the FY2023 Operating Budget & Financing Plan for the Department of Public Works (DPW). It includes:

- | | |
|---|------|
| • 3000-3500 DPW Summary | V-3 |
| • 3100 DPW Administration & Engineering | V-8 |
| • 3200 Highway | V-12 |
| • 3300 Public Grounds | V-16 |
| • 3400 Environmental Services | V-20 |
| • 3600 Water Enterprise | V-24 |
| • 3700 Sewer Enterprise | V-28 |

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Mission: The Department of Public Works is a professional team dedicated to enhancing the quality of life in Lexington and supporting the Town's core values. We make every effort to maximize the efficient, effective use of our resources in the support, maintenance and upkeep of the infrastructure, public lands and programs. We are committed to public safety and providing prompt, courteous, quality service to our customers and each other.

Budget Overview: The Public Works program contains all DPW divisions. The services provided by Public Works include the maintenance, repair, and construction of the Town's infrastructure, roads, equipment, and property. The Department of Public Works is responsible for 284 lane miles of road, 154 miles of water mains, 34 miles of trunk sewer lines, 119 miles of street sewer lines, 4,700 catch basins, 160 pieces of equipment, 9 parks, 4 cemeteries, and the 5.5 mile-long Jack Eddison Memorial Bikeway. Public Works supports Town functions through the maintenance and repair of facilities such as playing fields, and the bikeway. This program also includes the Town's water and sewer operations, which function as separate enterprise funds and are shown in separate enterprise budgets.

Along with the day-to-day duties of DPW staff, many are also actively involved or work with Town committees. Those committees include the Permanent Building Committee, the Tree Committee, the Center Committee, the Water and Sewer Abatement Board, the Capital Expenditures Committee, the Appropriation Committee, the Transportation Safety Group, the Bicycle Advisory Committee, the Commission on Disabilities, the Monuments and Memorials Committee, the Sustainability Committee, the Noise Advisory Group and the Recreation Committee. These, and other staff, also work collaboratively on internal committees and teams.

Departmental Initiatives:

1. Coordinate Administrative and Operations functions to maintain a functionally efficient organization.
2. Continue working with Town committees to ensure sustained engagement of residents.
3. Ensure staff accessibility and participation for training and advancement opportunities.

Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Department of Public Works - General Fund				
Director of Public Works	1	1	1	1
Manager of Operations	1	1	1	1
Management Analyst*	0.6	0.6	0.6	1
Office Manager	1	1	1	1
Department Account Assistant**	2.6	2.6	2.6	2.6
Department Assistant - Pub Grounds/ Cemetery	1	1	1	1
Department Lead Assistant	1	1	1	1
Town Engineer	1	1	1	1
Assistant Town Engineer	1	1	1	1
Senior Civil Engineer***	2	3	3	3
Engineering Assistant***	4	3	3	3
Engineering Aide	0.7	0.7	0.7	0.7
Supt. of Equipment, Highways & Drains	1	1	1	1
Highway Foreman	1	1	1	1
Crew Chief	6	6	6	6
Heavy Equipment Operators	16	16	16	16
Information Coordinator	1	1	1	1
Seasonal Laborer	1.7	1.7	1.7	1.1
Equipment Foreman	1	1	1	1
Mechanic	4	4	4	4
Superintendent of Public Grounds	1	1	1	1
Leadmen	7	7	7	7
Arborists	3	3	3	3
Cemetery Foreman	1	1	1	1
Department of Public Works - Compost Revolving Fund				
Superintendent of Environmental Services	1	1	1	1
Compost Facility Foreman	1	1	1	1
Leadman****	—	—	—	1
Heavy Equipment Operator****	2	2	2	1
Seasonal Laborer	0.7	0.7	0.7	0.7
Total FTE	65.3	65.3	65.3	65.1
Total FT/PT	62 FT/8 PT	62 FT/8 PT	62 FT/8 PT	63 FT/5 PT

Explanatory Notes

*The FY2023 budget recommends transitioning the DPW Management Analyst to full-time as a program improvement.

**Full-time Dept. Account Assistant shown as 0.6 from General Fund; 0.4 is charged to Water/Sewer Enterprise.

***A program improvement in FY2021 promoted an Engineering Assistant to Senior Engineer.

****The FY2023 budget recommends upgrading a Heavy Equipment Operator to a Leadman as a program improvement.

Budget Recommendations:

The FY2023 recommended All Funds Public Works budget inclusive of the General Fund operating budget and the Burial Containers, Compost Operations, Lexington Tree Fund, Minuteman Household Hazardous Waste, and Regional Cache - Hartwell Avenue revolving funds is \$13,208,715. The recommended budget is a \$464,417, or 3.64% increase from the FY2022 budget.

The FY2023 recommended Public Works General Fund operating budget is \$11,968,145, which is a \$440,002, or 3.82% increase from the FY2022 General Fund budget.

The General Fund operating budget for Compensation is \$4,877,999, and reflects a \$182,799 or 3.89% increase, which is attributable to the cost of contractually obligated step increases and cost of living adjustments, as well as the inclusion of a program improvement to expand the hours of the DPW Management analyst.

The General Fund operating budget for Expenses is \$7,090,146 and reflects a \$257,203 or 3.76% increase.

The combined FY2023 recommended Revolving Fund budgets (see page V-7) are \$1,240,570 which is a \$24,415 or 2.01% increase from the FY2022 budget, which includes a position upgrade at the Hartwell Avenue compost site.

Please see the division sections on the following pages for a detailed explanation of the FY2023 budget changes.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Transition PT Compost Site Attendant to FT	\$ 32,429	\$ 16,874	\$ 49,303	\$ —	\$ —	\$ —	\$ 49,303
W-6 position upgrade	\$ 2,496	\$ —	\$ 2,496	\$ 2,496	\$ —	\$ 2,496	\$ —
Transition DPW Management Analyst from PT to FT	\$ 24,121	\$ 350	\$ 24,471	\$ 24,121	\$ 350	\$ 24,471	\$ —
Assistant Superintendent for Public Grounds	\$ 83,895	\$ 17,621	\$ 101,516	\$ —	\$ —	\$ —	\$ 101,516

3000-3500 DPW Summary

Program: Public Works
Town of Lexington, MA

Budget Summary:

Funding Sources (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 8,314,553	\$ 9,335,007	\$ 10,603,745	\$ 10,997,373	\$ (15,879)	\$ 10,981,494	\$ 377,749	3.56 %
Enterprise Funds (Indirects)	\$ 595,723	\$ 624,564	\$ 519,198	\$ 614,351	\$ —	\$ 614,351	\$ 95,153	18.33 %
Fees, Charges and Available Funds								
Parking Fund	\$ 72,900	\$ 72,900	\$ 72,900	\$ —	\$ —	\$ —	\$ (72,900)	-100.00 %
Cemetery Trust	\$ 90,038	\$ 72,925	\$ 50,000	\$ 70,000	\$ —	\$ 70,000	\$ 20,000	40.00 %
Cemetery Prep Fees	\$ 272,443	\$ 237,123	\$ 230,000	\$ 250,000	\$ —	\$ 250,000	\$ 20,000	8.70 %
Misc. Charges for Service	\$ 197	\$ 114	\$ 200	\$ 200	\$ —	\$ 200	\$ —	— %
Licenses & Permits	\$ 129,145	\$ 143,175	\$ 52,100	\$ 52,100	\$ —	\$ 52,100	\$ —	— %
Total 3100-3500 DPW Gen'l Fund	\$ 9,474,999	\$ 10,485,808	\$ 11,528,143	\$ 11,984,024	\$ (15,879)	\$ 11,968,145	\$ 440,002	3.82 %

Appropriation Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 4,165,247	\$ 4,746,049	\$ 4,695,200	\$ 4,853,878	\$ 24,121	\$ 4,877,999	\$ 182,799	3.89 %
Expenses	\$ 5,309,752	\$ 5,739,759	\$ 6,832,943	\$ 7,130,146	\$ (40,000)	\$ 7,090,146	\$ 257,203	3.76 %
Total 3100-3500 DPW Gen'l Fund	\$ 9,474,999	\$ 10,485,808	\$ 11,528,143	\$ 11,984,024	\$ (15,879)	\$ 11,968,145	\$ 440,002	3.82 %

Program Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 3110 Administration	\$ 655,805	\$ 660,102	\$ 693,469	\$ 704,566	\$ 34,121	\$ 738,687	\$ 45,218	6.52 %
Total 3120 Town Engineering	\$ 915,241	\$ 930,378	\$ 1,015,497	\$ 1,080,193	\$ —	\$ 1,080,193	\$ 64,696	6.37 %
Total 3130 Street Lighting	\$ 237,224	\$ 123,287	\$ 228,200	\$ 203,500	\$ —	\$ 203,500	\$ (24,700)	-10.82 %
Total 3210 Highway	\$ 1,209,584	\$ 1,305,787	\$ 1,636,717	\$ 1,695,756	\$ —	\$ 1,695,756	\$ 59,039	3.61 %
Total 3220 Equipment Maint.	\$ 731,408	\$ 753,403	\$ 840,179	\$ 921,051	\$ —	\$ 921,051	\$ 80,872	9.63 %
Total 3230 Snow Removal	\$ 974,463	\$ 1,438,460	\$ 1,522,967	\$ 1,585,694	\$ —	\$ 1,585,694	\$ 62,727	4.12 %
Total 3310 Parks	\$ 1,261,614	\$ 1,418,322	\$ 1,436,075	\$ 1,545,793	\$ —	\$ 1,545,793	\$ 109,718	7.64 %
Total 3320 Forestry	\$ 409,077	\$ 525,200	\$ 552,426	\$ 569,391	\$ (46,000)	\$ 523,391	\$ (29,035)	-5.26 %
Total 3330 Cemetery	\$ 299,721	\$ 344,843	\$ 393,778	\$ 409,634	\$ (4,000)	\$ 405,634	\$ 11,856	3.01 %
Total 3410 Refuse Collection	\$ 924,683	\$ 952,423	\$ 980,996	\$ 1,010,426	\$ —	\$ 1,010,426	\$ 29,430	3.00 %
Total 3420 Recycling	\$ 1,213,048	\$ 1,265,853	\$ 1,478,817	\$ 1,468,095	\$ —	\$ 1,468,095	\$ (10,722)	-0.73 %
Total 3430 Refuse Disposal	\$ 643,130	\$ 767,750	\$ 749,022	\$ 789,925	\$ —	\$ 789,925	\$ 40,903	5.46 %
Total 3100-3500 DPW Gen'l Fund	\$ 9,474,999	\$ 10,485,808	\$ 11,528,143	\$ 11,984,024	\$ (15,879)	\$ 11,968,145	\$ 440,002	3.82 %

Object Code Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 3,811,785	\$ 3,975,546	\$ 4,254,374	\$ 4,398,723	\$ 24,121	\$ 4,422,844	\$ 168,470	3.96 %
Prior Year Retro Payments	\$ —	\$ 191,964	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Overtime	\$ 353,462	\$ 578,539	\$ 440,826	\$ 455,155	\$ —	\$ 455,155	\$ 14,329	3.25 %
<i>Personal Services</i>	<i>\$ 4,165,247</i>	<i>\$ 4,554,085</i>	<i>\$ 4,695,200</i>	<i>\$ 4,853,878</i>	<i>\$ 24,121</i>	<i>\$ 4,877,999</i>	<i>\$ 182,799</i>	<i>3.89 %</i>
Contractual Services	\$ 4,047,039	\$ 4,363,326	\$ 5,077,985	\$ 5,229,746	\$ (40,000)	\$ 5,189,746	\$ 111,761	2.20 %
Utilities	\$ 358,913	\$ 399,893	\$ 459,008	\$ 516,400	\$ —	\$ 516,400	\$ 57,392	12.50 %
Supplies	\$ 832,584	\$ 939,898	\$ 1,199,450	\$ 1,280,500	\$ —	\$ 1,280,500	\$ 81,050	6.76 %
Small Capital	\$ 71,216	\$ 36,641	\$ 96,500	\$ 103,500	\$ —	\$ 103,500	\$ 7,000	7.25 %
<i>Expenses</i>	<i>\$ 5,309,752</i>	<i>\$ 5,739,759</i>	<i>\$ 6,832,943</i>	<i>\$ 7,130,146</i>	<i>\$ (40,000)</i>	<i>\$ 7,090,146</i>	<i>\$ 257,203</i>	<i>3.76 %</i>
Total 3100-3500 DPW Gen'l Fund	\$ 9,474,999	\$ 10,293,845	\$ 11,528,143	\$ 11,984,024	\$ (15,879)	\$ 11,968,145	\$ 440,002	3.82 %

3000-3500 DPW Summary

Program: Public Works
Town of Lexington, MA

Budget Summary - Revolving Funds*

Funding Sources (Non-General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Regional Cache - Hartwell Avenue	\$ 10,659	\$ 9,248	\$ 50,000	\$ 50,000	\$ —	\$ 50,000	\$ —	— %
Lexington Tree Fund	\$ 86,450	\$ 54,120	\$ 70,000	\$ 75,000	\$ —	\$ 75,000	\$ 5,000	7.14 %
Burial Containers	\$ 44,705	\$ 35,680	\$ 50,000	\$ 60,000	\$ —	\$ 60,000	\$ 10,000	20.00 %
Compost Operations	\$ 673,846	\$ 804,309	\$ 790,000	\$ 795,000	\$ 2,496	\$ 797,496	\$ 7,496	0.95 %
Minuteman Household Hazardous Waste	\$ 153,800	\$ 206,854	\$ 260,000	\$ 260,000	\$ —	\$ 260,000	\$ —	— %
Total 3100-3500 DPW Rev. Funds	\$ 969,461	\$ 1,110,211	\$ 1,220,000	\$ 1,240,000	\$ 2,496	\$ 1,242,496	\$ 22,496	1.84 %

*Revolving Funds are authorized by Town Meeting via Article 9, and are not appropriated under Article 4.

Appropriation Summary (Non-General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Regional Cache - Hartwell Avenue (3110)								
Expenses	\$ 10,550	\$ 1,883	\$ 50,000	\$ 50,000	\$ —	\$ 50,000	\$ —	— %
Tree Revolving Fund (3320)								
Expenses	\$ 887	\$ 23,450	\$ 70,000	\$ 75,000	\$ —	\$ 75,000	\$ 5,000	7.14 %
Burial Containers Revolving Fund (3330)								
Expenses	\$ 29,690	\$ 21,815	\$ 50,000	\$ 60,000	\$ —	\$ 60,000	\$ 10,000	20.00 %
Compost Operations Rev. Fund (3420)	\$ 824,841	\$ 847,524	\$ 786,155	\$ 793,074	\$ 2,496	\$ 795,570	\$ 9,415	1.20 %
Compensation	\$ 325,354	\$ 352,623	\$ 357,167	\$ 358,586	\$ 2,496	\$ 361,082	\$ 3,915	1.10 %
Expenses	\$ 211,938	\$ 245,515	\$ 188,500	\$ 194,000	\$ —	\$ 194,000	\$ 5,500	2.92 %
Benefits	\$ 70,246	\$ 43,829	\$ 77,487	\$ 77,487	\$ —	\$ 77,487	\$ —	— %
Debt	\$ 217,303	\$ 205,557	\$ 163,001	\$ 163,001	\$ —	\$ 163,001	\$ —	— %
Minuteman Household Hazardous Waste (3420)								
Expenses	\$ 133,954	\$ 255,449	\$ 260,000	\$ 260,000	\$ —	\$ 260,000	\$ —	— %
Total 3100-3500 DPW Rev. Funds	\$ 999,920	\$ 1,150,120	\$ 1,216,155	\$ 1,238,074	\$ 2,496	\$ 1,240,570	\$ 24,415	2.01 %

Budget Summary - All Funds

Appropriation Summary (All Funds)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 4,490,600	\$ 5,098,672	\$ 5,052,367	\$ 5,212,464	\$ 26,617	\$ 5,239,081	\$ 186,714	3.70 %
Expenses	\$ 5,696,770	\$ 6,287,870	\$ 7,451,443	\$ 7,769,146	\$ (40,000)	\$ 7,729,146	\$ 277,703	3.73 %
Benefits (Revolving Funds)	\$ 70,246	\$ 43,829	\$ 77,487	\$ 77,487	\$ —	\$ 77,487	\$ —	— %
Debt Service (Revolving Fund)	\$ 217,303	\$ 205,557	\$ 163,001	\$ 163,001	\$ —	\$ 163,001	\$ —	— %
Total 3100-3500 DPW All Funds	\$10,474,919	\$11,635,928	\$ 12,744,298	\$13,222,098	\$ (13,383)	\$ 13,208,715	\$ 464,417	3.64 %

Mission: This element of the budget provides executive direction and leadership to all aspects of the Department of Public Works (DPW) by promoting best management practices, administering Town policies and providing engineering support to other DPW divisions and Town departments.

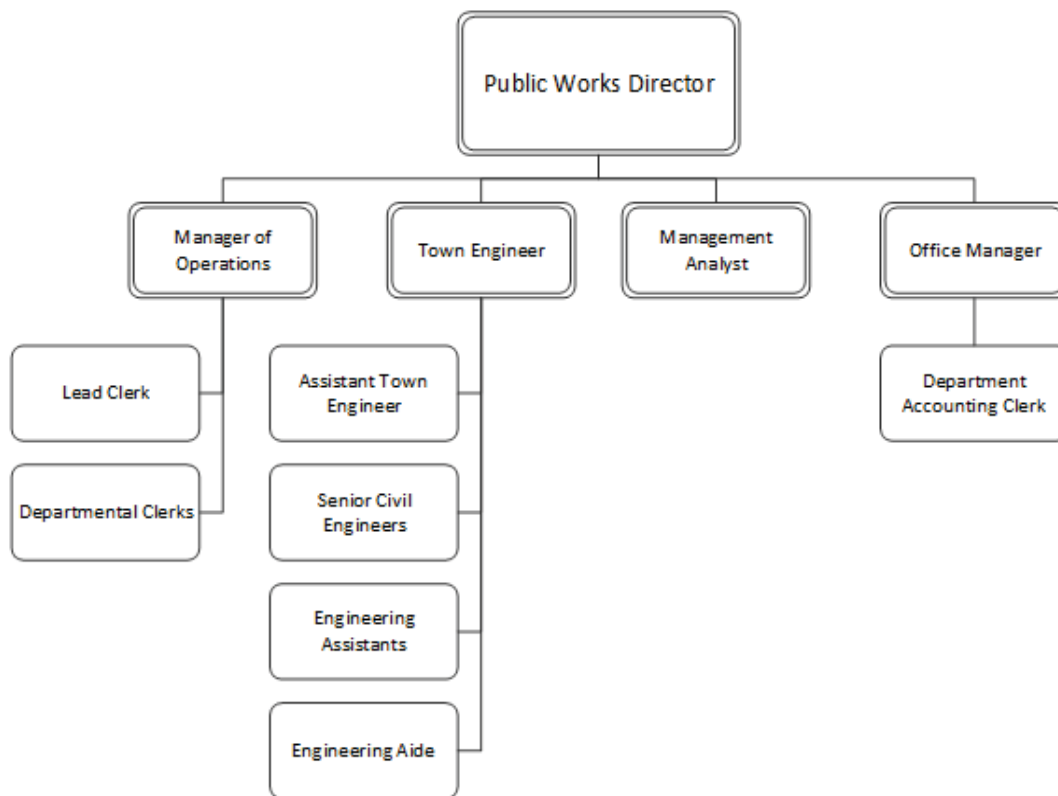
Budget Overview:

DPW Administration includes Administration, Operations, Engineering and Street Lighting. DPW Administration Management staff plan, supervise, coordinate, schedule and direct the department's activities. Staff are responsible for preparing budgets, monitoring expenditures, developing bid specifications for DPW procurements, responding to citizens' questions and concerns, evaluating work performance, performing inspections, managing projects and scheduling work assignments.

Staff also support various committees including the Permanent Building Committee, the Center Committee, the Capital Expenditures Committee, the Conservation Committee, the Energy Committee, the Bicycle Advisory Committee, the Tree Committee, and Sustainable Lexington.

Division Initiatives:

1. Continue use of work order system to ensure efficient and effective customer response.
2. Collaborate across divisions to focus on reducing paper use throughout the organization and look for digital options for use and storage.
3. Maintain and create a diverse and talented workforce by utilizing improved employee recruitment processes and continuing to promote professional growth and development of staff.



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Element 3110: DPW Administration				
Director of Public Works	1	1	1	1
Manager of Operations	1	1	1	1
Management Analyst*	0.6	0.6	0.6	1
Office Manager	1	1	1	1
Department Lead Assistant	1	1	1	1
Department Account Assistant**	2.6	2.6	2.6	2.6
Subtotal FTE	7.2	7.2	7.2	7.6
Subtotal FT/PT	7 FT/1 PT	7 FT/1 PT	7 FT/1 PT	8 FT/0 PT
Element 3120: Engineering				
Town Engineer	1	1	1	1
Assistant Town Engineer	1	1	1	1
Senior Civil Engineer***	2	3	3	3
Engineering Assistant***	4	3	3	3
Engineering Aide	0.7	0.7	0.7	0.7
Subtotal FTE	8.7	7.7	8.7	8.7
Subtotal FT/PT	8 FT/1 PT	8 FT/1 PT	8 FT/1 PT	8 FT/1 PT
Total FTE	15.9	14.9	15.9	15.9
Total FT/PT	15 FT/2 PT	15 FT/2 PT	15 FT/2 PT	16 FT/1 PT

* 1 FT Assistant split between DPW, Water & Sewer

** FY2021 reflects a program improvement request to promote an Engineering Assistant to Senior Engineer.

Budget Recommendations:

The FY2023 recommended All Funds Administration and Engineering budget, inclusive of the General Fund operating budgets for Administration, Engineering and Street Lighting, and the Regional Cache Revolving Fund which funds the operation of the cache - a repository of emergency equipment at the Hartwell Avenue compost facility for use by contributing member communities - is \$2,072,380. The recommended budget is a \$85,214 or 4.29% increase from the FY2022 budget.

The recommended FY2023 Administration and Engineering General Fund operating budget is \$2,022,380 which is a \$85,214, or 4.40% increase from FY2022. Of this amount, \$1,581,480 is for Compensation and reflects a \$48,514 or 3.16% increase, which is attributable to the cost of contractually obligated step increases, as well as a program improvement to make the DPW Management Analyst full-time. Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2022. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The recommended FY2023 Administration and Engineering General Fund operating budget for Expenses is \$440,900 and reflects a \$36,700, or 9.08% increase. This is a net change, with increases of \$61,000 or 42.33% in Engineering to reflect the cost of developing the Stormwater enterprise proposal among other projects, offset by decreases of \$(24,700) or (11.32)% in the Street Lighting budget, realizing savings in electricity and maintenance expenses due to the LED Street Light conversion.

The FY2023 recommended Regional Cache Revolving Fund request is funded at \$50,000, which is level-funded from FY2022. The fund collects and spends fees paid by member towns for borrowing the equipment.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Transition DPW Management Analyst from PT to FT	\$ 24,121	\$ 350	\$ 24,471	\$ 24,121	\$ 350	\$ 24,471	\$ —

3100 DPW Administration & Engineering

Program: Public Works
Town of Lexington, MA

Budget Summary:

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 1,260,500	\$ 1,131,593	\$ 1,440,202	\$ 1,487,482	\$ 34,121	\$ 1,521,603	\$ 81,401	5.65%
Enterprise Funds (Indirects)	\$ 416,727	\$ 437,185	\$ 442,964	\$ 448,477	\$ —	\$ 448,477	\$ 5,513	1.24%
Fees & Charges								
Charges for Service	\$ 197	\$ 114	\$ 200	\$ 200	\$ —	\$ 200	\$ —	—%
Licenses & Permits	\$ 129,145	\$ 143,175	\$ 52,100	\$ 52,100	\$ —	\$ 52,100	\$ —	—%
Parking Fund	\$ 1,700	\$ 1,700	\$ 1,700	\$ —	\$ —	\$ —	\$ (1,700)	-100.00%
Total 3100 - General Fund	\$ 1,808,270	\$ 1,713,767	\$ 1,937,166	\$ 1,988,259	\$ 34,121	\$ 2,022,380	\$ 85,214	4.40%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 1,413,455	\$ 1,439,150	\$ 1,532,966	\$ 1,547,359	\$ 34,121	\$ 1,581,480	\$ 48,514	3.16%
Expenses	\$ 394,815	\$ 274,617	\$ 404,200	\$ 440,900	\$ —	\$ 440,900	\$ 36,700	9.08%
Total 3100 - General Fund	\$ 1,808,270	\$ 1,713,767	\$ 1,937,166	\$ 1,988,259	\$ 34,121	\$ 2,022,380	\$ 85,214	4.40%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 3110 DPW Administration	\$ 655,805	\$ 660,102	\$ 693,469	\$ 704,566	\$ 34,121	\$ 738,687	\$ 45,218	6.52%
Total 3120 Engineering	\$ 915,241	\$ 930,378	\$ 1,015,497	\$ 1,080,193	\$ —	\$ 1,080,193	\$ 64,696	6.37%
Total 3130 Street Lighting	\$ 237,224	\$ 123,287	\$ 228,200	\$ 203,500	\$ —	\$ 203,500	\$ (24,700)	-10.82%
Total 3100 - General Fund	\$ 1,808,270	\$ 1,713,767	\$ 1,937,166	\$ 1,988,259	\$ 34,121	\$ 2,022,380	\$ 85,214	4.40%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,410,811	\$ 1,428,923	\$ 1,519,106	\$ 1,533,370	\$ 34,121	\$ 1,567,491	\$ 48,385	3.19%
Overtime	\$ 2,644	\$ 10,227	\$ 13,860	\$ 13,989	\$ —	\$ 13,989	\$ 129	0.93%
Personal Services	\$ 1,413,455	\$ 1,439,150	\$ 1,532,966	\$ 1,547,359	\$ 34,121	\$ 1,581,480	\$ 48,514	3.16%
Contractual Services	\$ 246,370	\$ 170,346	\$ 228,400	\$ 285,300	\$ —	\$ 285,300	\$ 56,900	24.91%
Utilities	\$ 130,019	\$ 95,096	\$ 112,400	\$ 102,400	\$ —	\$ 102,400	\$ (10,000)	-8.90%
Supplies	\$ 18,165	\$ 9,131	\$ 62,400	\$ 52,200	\$ —	\$ 52,200	\$ (10,200)	-16.35%
Small Capital	\$ 261	\$ 44	\$ 1,000	\$ 1,000	\$ —	\$ 1,000	\$ —	—%
Expenses	\$ 394,815	\$ 274,617	\$ 404,200	\$ 440,900	\$ —	\$ 440,900	\$ 36,700	9.08%
Total 3100 - General Fund	\$ 1,808,270	\$ 1,713,767	\$ 1,937,166	\$ 1,988,259	\$ 34,121	\$ 2,022,380	\$ 85,214	4.40%

Budget Summary - Revolving Funds*

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Regional Cache - Hartwell Ave.	\$ 10,659	\$ 9,248	\$ 50,000	\$ 50,000	\$ —	\$ 50,000	\$ —	—%
Total 3100 - Revolving Funds	\$ 10,659	\$ 9,248	\$ 50,000	\$ 50,000	\$ —	\$ 50,000	\$ —	—%

*Revolving Funds are authorized by Town Meeting via Article 9, and are not appropriated under Article 4.

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Regional Cache - Hartwell Ave.								
Expenses	\$ 10,550	\$ 1,883	\$ 50,000	\$ 50,000	\$ —	\$ 50,000	\$ —	—%
Total 3100 - Revolving Funds	\$ 10,550	\$ 1,883	\$ 50,000	\$ 50,000	\$ —	\$ 50,000	\$ —	—%

Budget Summary - All Funds

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 1,413,455	\$ 1,439,150	\$ 1,532,966	\$ 1,547,359	\$ 34,121	\$ 1,581,480	\$ 48,514	3.16%
Expenses	\$ 405,365	\$ 276,499	\$ 454,200	\$ 490,900	\$ —	\$ 490,900	\$ 36,700	8.08%
Total 3100 - All Funds	\$ 1,818,820	\$ 1,715,650	\$ 1,987,166	\$ 2,038,259	\$ 34,121	\$ 2,072,380	\$ 85,214	4.29%

Mission: The Highway Division maintains the town streets, sidewalks and stormwater infrastructure, providing for the safe movement of vehicular and pedestrian traffic. The Highway Division performs minor construction repairs, snow and ice operations for roadways and sidewalks, maintains all traffic signage, traffic markings and supervises contractual service providers that perform repairs, cleaning and maintenance work. In addition, the Equipment Maintenance Division ensures the Town's fleet is operational and well maintained by performing repairs, preventive maintenance and managing the fuel management program.

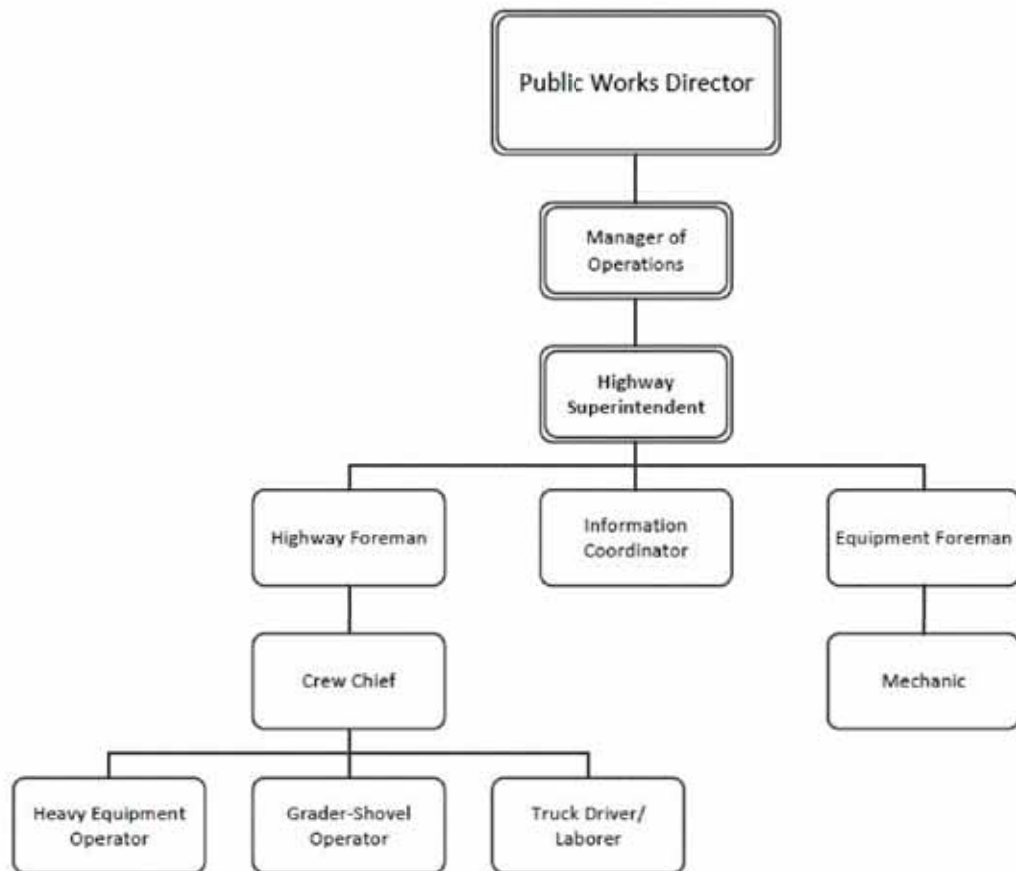
Budget Overview: The Highway Division includes Highway Maintenance, Equipment Maintenance and Snow Removal.

- Highway Maintenance is responsible for all public streets, sidewalks, town parking lots, drainage infrastructure and brooks, performing minor construction repairs, as well as maintaining all traffic signage and traffic markings.
- Equipment Maintenance is responsible for the repair and preventive maintenance of 160 vehicles, rolling stock and equipment.
- Snow Removal is responsible for removing snow and treating 155 miles of roads and 62 miles of sidewalks.

The Highway Division staff works with and provides support to the Sidewalk and Center Committees.

Division Initiatives:

1. Continue with the repair and replacement of sidewalks based on the 2020 BETA sidewalk assessment report.
2. Continue with MS4 permitting requirements including street sweeping, catch basin cleaning, culvert cleaning and brook cleaning.
3. Take proactive measures to clean and repair catch basins townwide.
4. Provide timely and efficient response to road hazards that arise on Town roads.



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Element 3210: Highway Maintenance				
Supt. of Equipment, Highways & Drains	1	1	1	1
Highway Foreman	1	1	1	1
Crew Chief	2	2	2	2
Leadman	2	2	2	2
Shovel Operator	1	1	1	1
Heavy Equipment Operator	5	5	5	5
Information Coordinator	1	1	1	1
Seasonal Laborer	0.5	0.5	0.5	0.5
Subtotal FTE	13.5	13.5	13.5	13.5
Subtotal FT/PT	13 FT/1 PT	13 FT/1 PT	13 FT/1 PT	13 FT/1 PT
Element 3220: Equipment Maintenance				
Equipment Foreman	1	1	1	1
Mechanic	4	4	4	4
Subtotal FTE	5	5	5	5
Subtotal FT/PT	5 FT/0 PT	5 FT/0 PT	5 FT/0 PT	5 FT/0 PT
Total FTE	18.5	18.5	18.5	18.5
Total FT/PT	18 FT/1 PT	18 FT/1 PT	18 FT/1 PT	18 FT/1 PT

Budget Recommendations:

The FY2023 recommended Highway budget inclusive of the Highway Maintenance, Equipment Maintenance and Snow Removal divisions is \$4,202,501. The recommended budget is a \$202,638, or 5.07%, increase from the FY2022 budget.

The budget for Compensation is \$1,536,201, and reflects an increase of \$41,046 or 2.75%, which is attributable to the cost of contractually obligated step increases and cost of living adjustments in the contract with Public Works staff.

The budget for Expenses is \$2,666,300 and reflects a \$161,592 or 6.45% increase which includes an anticipated \$56,000 increase (23.4%) in the cost of gasoline and diesel fuel due to current market conditions, as well as inflationary increases in supplies and materials across the division. The guardrail replacement program started in FY2020, and the bicycle sharerow program initiated in FY2018, both continue in FY2023.

Program Improvement Requests:

None requested.

3200 Highway

Program: Public Works
Town of Lexington, MA

Budget Summary:

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$2,756,367	\$3,333,211	\$ 3,852,429	\$4,133,590	\$ —	\$ 4,133,590	\$ 281,161	7.30%
Enterprise Funds (Indirects)	\$ 87,888	\$ 93,240	\$ 76,234	\$ 68,911	\$ —	\$ 68,911	\$ (7,323)	-9.61%
Fees & Charges								
Parking Fund	\$ 71,200	\$ 71,200	\$ 71,200	\$ —	\$ —	\$ —	\$ (71,200)	-100.00%
Total 3200 Highway	\$2,915,455	\$3,497,651	\$ 3,999,863	\$4,202,501	\$ —	\$ 4,202,501	\$ 202,638	5.07%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$1,347,861	\$1,601,662	\$ 1,495,155	\$1,536,201	\$ —	\$ 1,536,201	\$ 41,046	2.75%
Expenses	\$1,567,594	\$1,895,989	\$ 2,504,708	\$2,666,300	\$ —	\$ 2,666,300	\$ 161,592	6.45%
Total 3200 Highway	\$2,915,455	\$3,497,651	\$ 3,999,863	\$4,202,501	\$ —	\$ 4,202,501	\$ 202,638	5.07%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 3210 Highway Maintenance	\$1,209,584	\$1,305,787	\$ 1,636,717	\$1,695,756	\$ —	\$ 1,695,756	\$ 59,039	3.61%
Total 3220 Equipment Maintenance	\$ 731,408	\$ 753,403	\$ 840,179	\$ 921,051	\$ —	\$ 921,051	\$ 80,872	9.63%
Total 3230 Snow Removal	\$ 974,463	\$1,438,460	\$ 1,522,967	\$1,585,694	\$ —	\$ 1,585,694	\$ 62,727	4.12%
Total 3200 Highway	\$2,915,455	\$3,497,651	\$ 3,999,863	\$4,202,501	\$ —	\$ 4,202,501	\$ 202,638	5.07%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$1,099,287	\$1,124,698	\$ 1,191,917	\$1,222,877	\$ —	\$ 1,222,877	\$ 30,960	2.60%
Prior Year Retro Payments	\$ —	\$ 84,899	\$ —	\$ —		\$ —	\$ —	—%
Overtime	\$ 248,574	\$ 392,064	\$ 303,238	\$ 313,324	\$ —	\$ 313,324	\$ 10,086	3.33%
Personal Services	\$1,347,861	\$1,601,662	\$ 1,495,155	\$1,536,201	\$ —	\$ 1,536,201	\$ 41,046	2.75%
Contractual Services	\$ 760,662	\$ 941,252	\$ 1,229,400	\$1,256,000	\$ —	\$ 1,256,000	\$ 26,600	2.16%
Utilities	\$ 181,248	\$ 218,867	\$ 269,908	\$ 328,300	\$ —	\$ 328,300	\$ 58,392	21.63%
Supplies	\$ 563,623	\$ 705,066	\$ 920,400	\$ 991,000	\$ —	\$ 991,000	\$ 70,600	7.67%
Small Capital	\$ 62,062	\$ 30,804	\$ 85,000	\$ 91,000	\$ —	\$ 91,000	\$ 6,000	7.06%
Expenses	\$1,567,594	\$1,895,989	\$ 2,504,708	\$2,666,300	\$ —	\$ 2,666,300	\$ 161,592	6.45%
Total 3200 Highway	\$2,915,455	\$3,497,651	\$ 3,999,863	\$4,202,501	\$ —	\$ 4,202,501	\$ 202,638	5.07%

Mission: The Public Grounds Division, working with other Town Departments, user groups and concerned citizens, supports various Town services and recreational opportunities that help to preserve the Town's green character and open spaces, and promote public safety. Through the Cemetery Division, it also serves bereaved families and provides well-maintained cemetery grounds.

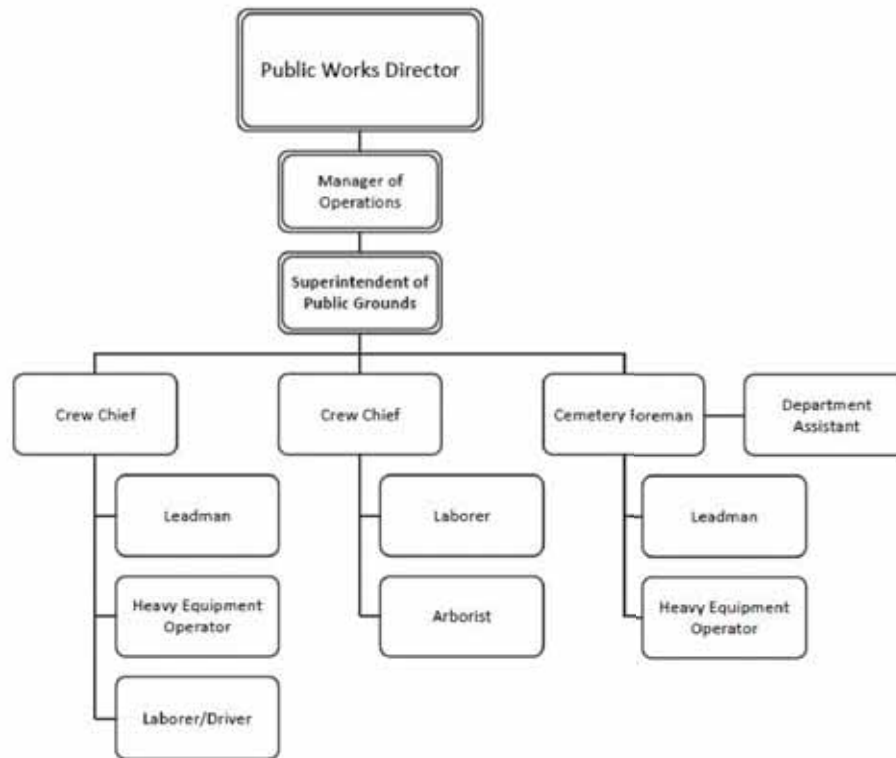
Budget Overview: The Public Grounds Division is comprised of the Parks, Forestry and Cemetery functions.

- The Parks staff maintain 9 parks, 12 playgrounds, 28 conservation areas, 41 athletic fields, 12 school grounds, 4 tennis facilities, 3 historical sites, the pool and reservoir complexes as well as the Town's bicycle, fitness and conservation trails totaling approximately 630 acres. Lexington's athletic fields are used by many groups, which put excessive demands on these facilities. The new turf program has continued to make a marked improvement in the safety and playability of these fields.
- The Forestry staff maintain approximately 10,000 street trees, an undetermined number of trees on Park and Conservation lands and numerous shrub bed plantings on park, cemetery, school and conservation properties and along right-of-ways.
- The Cemetery staff is responsible for the administration and maintenance of four cemeteries including 21.5 acres in Westview, 6.9 acres in Munroe, 1.28 in Colonial and 0.5 acres in Robbins.

Staff support the Recreation, Tree and Bicycle Advisory Committees.

Division Initiatives:

1. Continue the implementation of a proactive park maintenance program to provide safe, well-maintained, aesthetically pleasing parks, athletic fields and public ground areas.
2. Continue to improve two turf areas per year; the Center Complex baseball and football fields are targeted for FY2023.
3. Continue to implement a proactive tree maintenance program to minimize hazard trees and provide safe, well-maintained, aesthetically pleasing parks, athletic fields and public ground areas.
4. Continue the GPS location of graves at Westview Cemetery and begin plans for the other cemeteries.
5. Oversee construction of the new cemetery building.



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Element 3310: Parks Division				
Superintendent of Public Grounds	1	1	1	1
Crew Chief	3	3	3	3
Leadman	4	4	4	4
Heavy Equipment Operator	8	8	8	8
Subtotal FTE	16	16	16	16
Subtotal FT/PT	16 FT/0 PT	16 FT/0 PT	16 FT/0 PT	16 FT/0 PT
Element 3320: Forestry Division				
Crew Chief	1	1	1	1
Arborists	3	3	3	3
Heavy Equipment Operator	1	1	1	1
Seasonal Laborer	0.6	0.6	0.6	0.3
Subtotal FTE	5.6	5.6	5.6	5.3
Subtotal FT/PT	5 FT/2 PT	5 FT/2 PT	5 FT/2 PT	5 FT/2 PT
Element 3330: Cemetery Division				
Cemetery Foreman	1	1	1	1
Leadman	1	1	1	1
Heavy Equipment Operator	1	1	1	1
Department Assistant	1	1	1	1
Seasonal Laborer	0.6	0.6	0.6	0.3
Subtotal FTE	4.6	4.6	4.6	4.3
Subtotal FT/PT	4 FT/2 PT	4 FT/2 PT	4 FT/2 PT	4 FT/1 PT
Total FTE	26.2	26.2	26.2	25.6
Total FT/PT	25 FT/4 PT	25 FT/4 PT	25 FT/4 PT	25 FT/2 PT

Budget Recommendations:

The FY2023 recommended All Funds Public Grounds budget inclusive of the General Fund operating budgets for the Parks, Forestry and Cemetery divisions and the Burial Containers and Lexington Tree Fund Revolving Funds is \$2,609,818, which is a \$107,539 or 4.30% increase over the FY2022 budget.

The combined Parks, Forestry and Cemetery FY2023 recommended General Fund operating budget is \$2,474,818 which is a \$92,539 or 3.88% increase from the FY2022 General Fund budget.

The combined Parks, Forestry and Cemetery General Fund operating budget for Compensation is \$1,760,318 and reflects a \$93,239 or 5.59% increase, which is attributable to the cost of contractually obligated step increases and cost of living adjustments in the contract with Public Works staff.

The combined Parks, Forestry and Cemetery General Fund operating budget for Expenses is \$714,500 and reflects a \$(700) or (0.10)% decrease, which is a net change reflecting removal of a one-time expense for \$40,000, offset by inflationary increases in supplies and materials throughout the division.

The combined FY2023 revolving fund budgets are funded at \$135,000, an increase of \$15,000.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Assistant Superintendent for Public Grounds	\$ 83,895	\$ 17,621	\$ 101,516	\$ —	\$ —	\$ —	\$ 101,516

3300 Public Grounds

Program: Public Works
Town of Lexington, MA

Budget Summary:

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 1,516,823	\$ 1,884,177	\$ 2,102,279	\$ 2,107,855	\$ (50,000)	\$ 2,057,855	\$ (44,424)	-2.11%
Enterprise Funds (Indirects)	\$ 91,108	\$ 94,139	\$ —	\$ 96,963	\$ —	\$ 96,963	\$ 96,963	—%
Fees & Charges								
Cemetery Prep Fees	\$ 272,443	\$ 237,123	\$ 230,000	\$ 250,000	\$ —	\$ 250,000	\$ 20,000	8.70%
Directed Funding								
Cemetery Trust	\$ 90,038	\$ 72,925	\$ 50,000	\$ 70,000	\$ —	\$ 70,000	\$ 20,000	40.00%
Total 3300 - General Fund	\$ 1,970,413	\$ 2,288,364	\$ 2,382,279	\$ 2,524,818	\$ (50,000)	\$ 2,474,818	\$ 92,539	3.88%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 1,403,930	\$ 1,705,237	\$ 1,667,079	\$ 1,770,318	\$ (10,000)	\$ 1,760,318	\$ 93,239	5.59%
Expenses	\$ 566,482	\$ 583,127	\$ 715,200	\$ 754,500	\$ (40,000)	\$ 714,500	\$ (700)	-0.10%
Total 3300 - General Fund	\$ 1,970,413	\$ 2,288,364	\$ 2,382,279	\$ 2,524,818	\$ (50,000)	\$ 2,474,818	\$ 92,539	3.88%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 3310 Parks Division	\$ 1,261,614	\$ 1,418,322	\$ 1,436,075	\$ 1,545,793	\$ —	\$ 1,545,793	\$109,718	7.64%
Total 3320 Forestry	\$ 409,077	\$ 525,200	\$ 552,426	\$ 569,391	\$ (46,000)	\$ 523,391	\$ (29,035)	-5.26%
Total 3330 Cemetery	\$ 299,721	\$ 344,843	\$ 393,778	\$ 409,634	\$ (4,000)	\$ 405,634	\$ 11,856	3.01%
Total 3300 - General Fund	\$ 1,970,413	\$ 2,288,364	\$ 2,382,279	\$ 2,524,818	\$ (50,000)	\$ 2,474,818	\$ 92,539	3.88%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,301,688	\$ 1,421,925	\$ 1,543,351	\$ 1,642,476	\$ (10,000)	\$ 1,632,476	\$ 89,125	5.77%
Prior Year Retro Payments	\$ —	\$ 107,065	\$ —	\$ —		\$ —	\$ —	—%
Overtime	\$ 102,243	\$ 176,248	\$ 123,728	\$ 127,842	\$ —	\$ 127,842	\$ 4,114	3.33%
<i>Personal Services</i>	<i>\$ 1,403,930</i>	<i>\$ 1,705,237</i>	<i>\$ 1,667,079</i>	<i>\$ 1,770,318</i>	<i>\$ (10,000)</i>	<i>\$ 1,760,318</i>	<i>\$ 93,239</i>	<i>5.59%</i>
Contractual Services	\$ 284,660	\$ 275,117	\$ 447,600	\$ 461,500	\$ (40,000)	\$ 421,500	\$ (26,100)	-5.83%
Utilities	\$ 47,646	\$ 85,929	\$ 76,700	\$ 85,700	\$ —	\$ 85,700	\$ 9,000	11.73%
Supplies	\$ 225,283	\$ 216,287	\$ 180,400	\$ 195,800	\$ —	\$ 195,800	\$ 15,400	8.54%
Small Capital	\$ 8,893	\$ 5,794	\$ 10,500	\$ 11,500	\$ —	\$ 11,500	\$ 1,000	9.52%
<i>Expenses</i>	<i>\$ 566,482</i>	<i>\$ 583,127</i>	<i>\$ 715,200</i>	<i>\$ 754,500</i>	<i>\$ (40,000)</i>	<i>\$ 714,500</i>	<i>\$ (700)</i>	<i>-0.10%</i>
Total 3300 - General Fund	\$ 1,970,413	\$ 2,288,364	\$ 2,382,279	\$ 2,524,818	\$ (50,000)	\$ 2,474,818	\$ 92,539	3.88%

Budget Summary - Revolving Funds*

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Lexington Tree Fund	\$ 86,450	\$ 54,120	\$ 70,000	\$ 75,000	\$ —	\$ 75,000	\$ 5,000	7.14%
Burial Containers	\$ 44,705	\$ 35,680	\$ 50,000	\$ 60,000	\$ —	\$ 60,000	\$ 10,000	20.00%
Total 3300 - Revolving Funds	\$ 131,155	\$ 89,800	\$ 120,000	\$ 135,000	\$ —	\$ 135,000	\$ 15,000	12.50%

*Revolving Funds are authorized by Town Meeting via Article 9, and are not appropriated under Article 4.

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Lexington Tree Revolving Fund								
Expenses	\$ 887	\$ 23,450	\$ 70,000	\$ 75,000	\$ —	\$ 75,000	\$ 5,000	7.14%
Burial Container Revolving Fund								
Expenses	\$ 29,690	\$ 21,815	\$ 50,000	\$ 60,000	\$ —	\$ 60,000	\$ 10,000	20.00%
Total 3300 - Revolving Funds	\$ 30,577	\$ 45,265	\$ 120,000	\$ 135,000	\$ —	\$ 135,000	\$ 15,000	12.50%

Budget Summary - All Funds

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 1,403,930	\$ 1,705,237	\$ 1,667,079	\$ 1,770,318	\$ (10,000)	\$ 1,760,318	\$ 93,239	5.59%
Expenses	\$ 597,059	\$ 628,392	\$ 835,200	\$ 889,500	\$ (40,000)	\$ 849,500	\$ 14,300	1.71%
Total 3300 - All Funds	\$ 2,000,989	\$ 2,333,630	\$ 2,502,279	\$ 2,659,818	\$ (50,000)	\$ 2,609,818	\$107,539	4.30%

Mission: The Environmental Services Division manages the solid waste, recyclables, yard waste and household hazardous products generated by households and municipal facilities. The Division also provides educational materials on ways to reduce solid waste, increase recycling and composting, and reduce the toxicity of the waste stream.

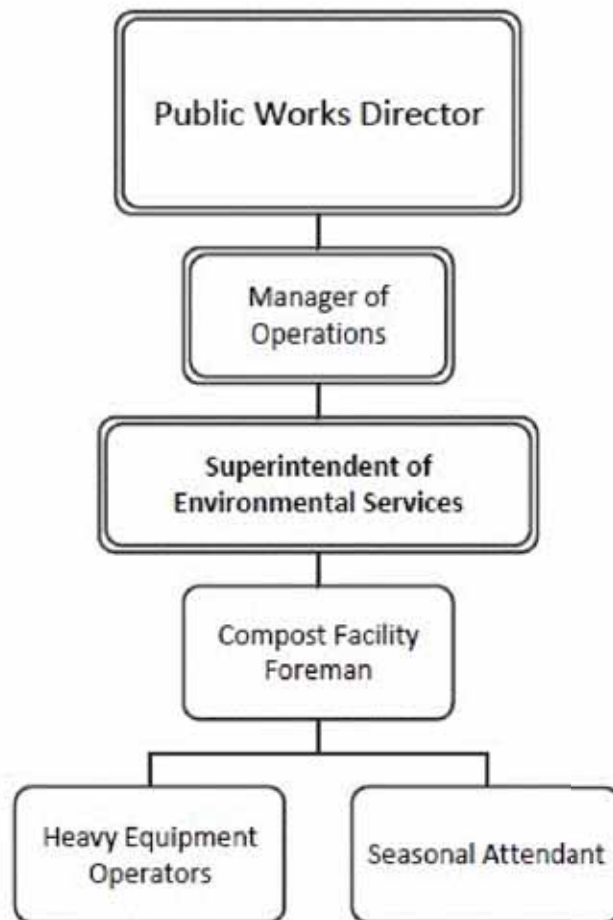
Budget Overview: The Environmental Services Division includes Refuse Collection and Disposal, Recycling, Yard Waste and Appliance/Electronic Waste.

Refuse collection is the curbside collection of non-recyclable residential solid waste and the separate collection of large appliances and yard waste. Recycling is the curbside collection of recyclable products, management of yard waste operations at the Hartwell Avenue Compost Facility, operation of the Minuteman Household Hazardous Products regional facility and curbside collection of televisions, computer monitors and other electronics (CRT's) and drop-off of corrugated cardboard.

The Town entered into a 5-year contract for the collection of trash and recyclables with E. L. Harvey & Sons, Inc. beginning July 1, 2018 and running through June 30, 2023. The Town is currently under contract with Wheelabrator in North Andover for refuse disposal through June 30, 2025.

Division Initiatives:

1. Work with E. L. Harvey & Sons to continue a manual refuse and manual single stream recycling collection service. Oversee enforcement of mandatory recycling bylaw and State waste bans regulations.
2. Continue to support programs to divert organics from residential trash. Since May 2018, DPW has provided over 1,000 specialized green carts to residents participating in a food scraps program. Lexington Public Schools divert approximately 100 tons of organics throughout the school year.
3. Continue to assess markets and pricing for compost, loam, leaf, bark mulch and yard waste disposal permits.
4. Continue to support Zero Waste activities and programs, to promote waste reduction programs at public events such as Discovery Day, community fairs and other events.
5. Complete implementation of DPW yard/compost facility operation's plan including gate installation, security and conservation improvements.
6. Explore and implement new revenue opportunities.



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Element 3420: Recycling* (Compost Facility)				
Superintendent of Environmental Services	1	1	1	1
Compost Facility Foreman	1	1	1	1
Leadman**	—	—	—	1
Heavy Equipment Operator	2	2	2	1
Seasonal Attendant	0.7	0.7	0.7	0.7
Subtotal FTE	4.7	4.7	4.7	4.7
Subtotal FT/PT	4 FT/1 PT*	4 FT/1 PT*	4 FT/1 PT*	4 FT/1 PT*
Total FTE	4.7	4.7	4.7	4.7
Total FT/PT	4 FT/1 PT	4 FT/1 PT	4 FT/1 PT	4 FT/1 PT

*The positions shown in Element 3420: Recycling are paid from the DPW Compost Revolving Fund.

**The FY2023 budget requests upgrading a Heavy Equipment Operator to a Leadman as a program improvement.

Budget Recommendations:

The recommended FY2023 All Funds Environmental Services budget inclusive of the General Fund operating budgets for the Refuse Collection, Recycling and Refuse Disposal divisions and the Compost Operations and Minuteman Household Hazardous Waste Program Revolving Funds is \$4,324,016, which is a net \$69,026 or 1.62% increase from the FY2022 budget.

There is no Compensation in the Refuse Collection, Recycling and Refuse Disposal General Fund operating budget as all staff are funded within the Compost Operations Revolving Fund budget.

The combined General Fund Refuse Collection, Recycling and Refuse Disposal operating budget for Expenses is \$3,268,446 and reflects a \$59,611 or 1.86% increase. The Refuse Collection expense budget is recommended at \$1,010,426, a increase of \$29,430 or 3.00%, and the Recycling expense budget is recommended at \$1,468,095 a decrease of \$(10,722) or (0.73)%, both of which reflect the Town's contracts for refuse and recycling collections. The Recycling decrease also reflects the current market for disposal of recycled materials, which has recently begun to stabilize; and is anticipated to decrease by \$(78,000) or (19.60)%. The Refuse Disposal expense budget is recommended at \$789,925, an increase of \$40,903 or 5.46%, attributable to a 3.24% or \$2.61 increase in the Town's tipping fee per ton. Total refuse disposal tonnage for FY2023 is projected to be 9,500 tons, an increase of 200 tons due to higher usage while residents have been home during the pandemic.

The FY2023 revolving fund budgets are recommended at \$1,055,570, a \$9,415 or 0.90% net increase. The Minuteman Household Hazardous Waste Program Revolving Fund is level-funded at \$260,000. The Compost Operations Revolving Fund is recommended at \$795,570, a \$9,415 or 1.20% increase, which reflects actual expenses, as well as a program improvement to upgrade a heavy equipment operator to a leadman.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Transition PT Compost Site Attendant to FT	\$ 32,429	\$ 16,874	\$ 49,303	\$ —	\$ —	\$ —	\$ 49,303
W-6 position upgrade	\$ 2,496	\$ —	\$ 2,496	\$ 2,496	\$ —	\$ 2,496	\$ —

3400 Environmental Services

Program: Public Works
Town of Lexington, MA

Budget Summary:

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$2,780,861	\$2,986,026	\$ 3,208,835	\$3,268,446	\$ —	\$ 3,268,446	\$ 59,611	1.86 %
Total 3400 - General Fund	\$2,780,861	\$2,986,026	\$ 3,208,835	\$3,268,446	\$ —	\$ 3,268,446	\$ 59,611	1.86 %

Appropriation Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Expenses	\$2,780,861	\$2,986,026	\$ 3,208,835	\$3,268,446	\$ —	\$ 3,268,446	\$ 59,611	1.86 %
Total 3400 - General Fund	\$2,780,861	\$2,986,026	\$ 3,208,835	\$3,268,446	\$ —	\$ 3,268,446	\$ 59,611	1.86 %

Program Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 3410 Refuse Collection	\$ 924,683	\$ 952,423	\$ 980,996	\$1,010,426	\$ —	\$ 1,010,426	\$ 29,430	3.00 %
Total 3420 Recycling	\$1,213,048	\$1,265,853	\$ 1,478,817	\$1,468,095	\$ —	\$ 1,468,095	\$ (10,722)	-0.73 %
Total 3430 Refuse Disposal	\$ 643,130	\$ 767,750	\$ 749,022	\$ 789,925	\$ —	\$ 789,925	\$ 40,903	5.46 %
Total 3400 - General Fund	\$2,780,861	\$2,986,026	\$ 3,208,835	\$3,268,446	\$ —	\$ 3,268,446	\$ 59,611	1.86 %

Object Code Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
<i>Personal Services</i>	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Contractual Services	\$2,755,348	\$2,976,612	\$ 3,172,585	\$3,226,946	\$ —	\$ 3,226,946	\$ 54,361	1.71 %
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Supplies	\$ 25,514	\$ 9,414	\$ 36,250	\$ 41,500	\$ —	\$ 41,500	\$ 5,250	14.48 %
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
<i>Expenses</i>	<i>\$2,780,861</i>	<i>\$2,986,026</i>	<i>\$ 3,208,835</i>	<i>\$3,268,446</i>	<i>\$ —</i>	<i>\$ 3,268,446</i>	<i>\$ 59,611</i>	<i>1.86 %</i>
Total 3400 - General Fund	\$2,780,861	\$2,986,026	\$ 3,208,835	\$3,268,446	\$ —	\$ 3,268,446	\$ 59,611	1.86 %

Budget Summary - Revolving Funds*

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Compost Operations Rev. Fund	\$ 673,846	\$ 804,309	\$ 790,000	\$ 795,000	\$ 2,496	\$ 797,496	\$ 7,496	0.95 %
Minuteman Haz. Waste Rev. Fund	\$ 153,800	\$ 206,854	\$ 260,000	\$ 260,000	\$ —	\$ 260,000	\$ —	— %
Total 3400 - Revolving Funds	\$ 827,647	\$1,011,163	\$ 1,050,000	\$1,055,000	\$ 2,496	\$ 1,057,496	\$ 7,496	0.71 %

*Revolving Funds are authorized by Town Meeting via Article 9, and are not appropriated under Article 4.

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compost Operations Rev. Fund	\$ 824,841	\$ 847,524	\$ 786,155	\$ 793,074	\$ 2,496	\$ 795,570	\$ 9,415	1.20 %
Compensation	\$ 325,354	\$ 352,623	\$ 357,167	\$ 358,586	\$ 2,496	\$ 361,082	\$ 3,915	1.10 %
Expenses	\$ 211,938	\$ 245,515	\$ 188,500	\$ 194,000	\$ —	\$ 194,000	\$ 5,500	2.92 %
Benefits	\$ 70,246	\$ 43,829	\$ 77,487	\$ 77,487	\$ —	\$ 77,487	\$ —	— %
Debt	\$ 217,303	\$ 205,557	\$ 163,001	\$ 163,001	\$ —	\$ 163,001	\$ —	— %
Minuteman Haz. Waste Rev. Fund	\$ 133,954	\$ 255,449	\$ 260,000	\$ 260,000	\$ —	\$ 260,000	\$ —	— %
Expenses	\$ 133,954	\$ 255,449	\$ 260,000	\$ 260,000	\$ —	\$ 260,000	\$ —	— %
Total 3400 - Revolving Funds	\$ 958,793	\$1,102,972	\$ 1,046,155	\$1,053,074	\$ 2,496	\$ 1,055,570	\$ 9,415	0.90 %

Budget Summary - All Funds

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 325,354	\$ 352,623	\$ 357,167	\$ 358,586	\$ 2,496	\$ 361,082	\$ 3,915	1.10 %
Expenses	\$3,126,753	\$3,486,989	\$ 3,657,335	\$3,722,446	\$ —	\$ 3,722,446	\$ 65,111	1.78 %
Benefits (Revolving Fund)	\$ 70,246	\$ 43,829	\$ 77,487	\$ 77,487	\$ —	\$ 77,487	\$ —	— %
Debt Service (Revolving Fund)	\$ 217,303	\$ 205,557	\$ 163,001	\$ 163,001	\$ —	\$ 163,001	\$ —	— %
Total 3400 - All Funds	\$3,739,655	\$4,088,998	\$ 4,254,990	\$4,321,520	\$ 2,496	\$ 4,324,016	\$ 69,026	1.62 %

Mission: The Water/Sewer Division strives to enhance the quality of life in Lexington by providing quality drinking water, and ensuring the proper and safe discharge of our wastewater and by maintaining our commitment to improving the infrastructure.

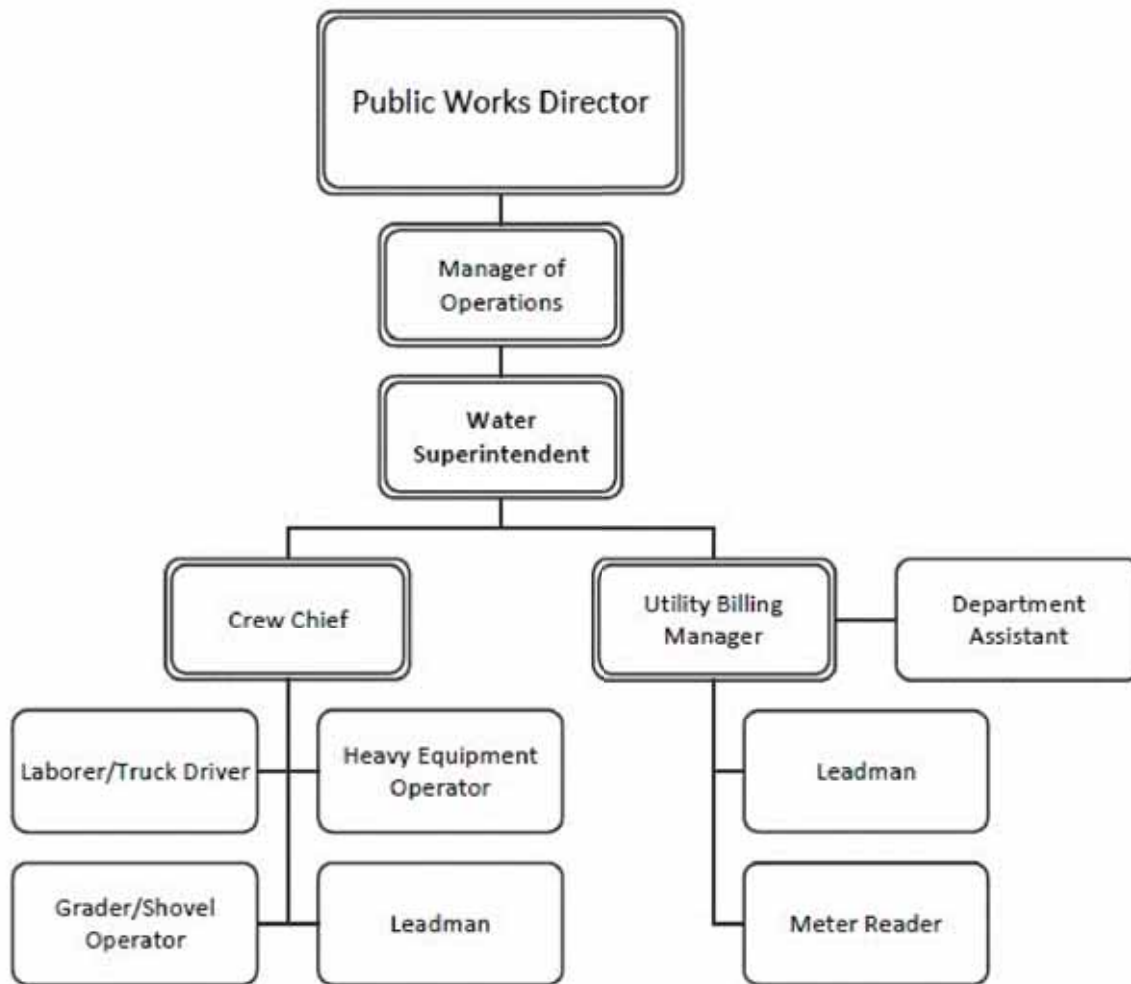
Budget Overview: The Water Division budget is comprised of Water Operations, Massachusetts Water Resources Authority (MWRA) purchases and indirect support from the General Fund.

The Water Operations maintains and repairs the water system that delivers water to Lexington homes and businesses through 154 miles of water mains, 1,747 fire hydrants and two water towers that store 3.24 million gallons of water. The Town has a three-block inclining rate structure to encourage water conservation. As a customer uses more water, the water rate for the additional units increases. Customers are billed twice per year. The Town also sells water to the Town of Bedford at the MWRA wholesale rate plus an administrative fee. The MWRA provides water to Lexington and greater Boston.

Indirect support from the General Fund reflects Water Enterprise Fund expenses (benefits, insurance and engineering support) that are appropriated in the General Fund. The Water Enterprise Fund, therefore, reimburses the General Fund for these expenses through an indirect cost transfer. In FY2023, the Water Enterprise Fund will contribute to the Other Post-Employment Benefits (OPEB) Trust Fund in a funding level that matches the contributions of the General Fund.

Departmental Initiatives:

1. Continue with the Hydrant Maintenance Program.
2. Continue working with the vendor implementing the Automatic Meter Reading System (AMR).
3. Implement a valve/hydrant maintenance and/or backflow/cross connection program.
4. Continue to evaluate water usage, to move towards conservation efforts.



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Superintendent of Water & Sewer	0.5	0.5	0.5	0.5
Utility Billing Manager	0.5	0.5	0.5	0.5
Crew Chief	2	2	2	2
Grader-Shovel Operator	1	1	1	1
Leadman/Cross Connector Inspector	2	2	2	2
Heavy Equipment Operator	4	4	4	4
Laborer-Meter Reader	1	1	1	1
Department Assistant	0.2	0.2	0.2	0.2
Total FTE	11.2	11.2	11.2	11.2
Total FT/PT	10 FT/3 PT	10 FT/3 PT	10 FT/3 PT	10 FT/3 PT

Budget Recommendations:

The FY2023 recommended Water operating budget is \$13,844,481, inclusive of indirect costs. The recommended budget reflects a \$1,220,015 or 9.66% increase from the FY2022 budget.

The budget for Compensation is \$875,670, and reflects a \$10,216 or 1.18% increase, which is attributable to the cost of contractually obligated step increases and cost of living adjustments in the contract with Public Works staff.

The budget for Expenses is \$533,500 which is an increase of \$19,200, or 3.73% from FY2022, and is due to an increase in professional development to support training and licenses for several new staff members, as well as inflationary increases in supplies and materials.

In FY2021, a new budget category of Cash Capital was initiated to begin to transition the ongoing water main replacement program to being funded directly by user charges instead of debt financing. This is the third year of an 11-year transition to move the entire \$2,200,000 annual program to cash financing. In doing so, rate payers will save a considerable amount on interest costs in the long-term. The FY2023 recommendation for cash capital is \$600,000.

Debt service is recommended to increase by \$57,360 or 4.86%.

The preliminary MWRA Assessment is \$9,618,303, which is a \$874,391 or 10.00% increase from FY2022. The final assessment will be issued in June 2022.

In FY2023, it is recommended that the Water Enterprise Fund continue contributing to the Other Post-Employment Benefits Trust Fund, which was initiated in FY2018.

Indirect payments to the General Fund for those costs borne by the General Fund in support of water operations are projected at \$977,093, an increase of \$58,848 or 6.41%.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Assistant Superintendent for Water/Sewer	\$ 83,895	\$ 17,621	\$ 101,516	\$ —	\$ —	\$ —	\$ 101,516

3600 Water Enterprise

Program: Public Works
Town of Lexington, MA

Budget Summary:

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Enterprise Funds								
Retained Earnings	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
User Charges	\$ 10,594,289	\$ 13,560,393	\$ 12,316,466	\$ 13,536,481	\$ —	\$ 13,536,481	\$ 1,220,015	9.91%
Meter Charges	\$ 44,896	\$ 75,844	\$ 35,000	\$ 35,000	\$ —	\$ 35,000	\$ —	—%
Investment Income	\$ 17,931	\$ 6,399	\$ 8,000	\$ 8,000	\$ —	\$ 8,000	\$ —	—%
Fees & Charges	\$ 399,794	\$ 265,633	\$ 265,000	\$ 265,000	\$ —	\$ 265,000	\$ —	—%
Total 3600 Water Enterprise	\$ 11,056,910	\$ 13,908,268	\$ 12,624,466	\$ 13,844,481	\$ —	\$ 13,844,481	\$ 1,220,015	9.66%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 660,929	\$ 834,114	\$ 865,454	\$ 875,670	\$ —	\$ 875,670	\$ 10,216	1.18%
Expenses	\$ 420,436	\$ 467,078	\$ 514,300	\$ 533,500	\$ —	\$ 533,500	\$ 19,200	3.73%
Cash Capital	\$ —	\$ 200,000	\$ 400,000	\$ 600,000	\$ —	\$ 600,000	\$ 200,000	50.00%
Debt	\$ 1,192,000	\$ 965,096	\$ 1,179,794	\$ 1,237,154	\$ —	\$ 1,237,154	\$ 57,360	4.86%
MWRA	\$ 7,413,364	\$ 8,006,399	\$ 8,743,912	\$ 9,618,303	\$ —	\$ 9,618,303	\$ 874,391	10.00%
OPEB	\$ 2,761	\$ —	\$ 2,761	\$ 2,761	\$ —	\$ 2,761	\$ —	—%
Indirects	\$ 894,573	\$ 930,001	\$ 918,245	\$ 977,093	\$ —	\$ 977,093	\$ 58,848	6.41%
Total 3600 Water Enterprise	\$ 10,584,063	\$ 11,402,688	\$ 12,624,466	\$ 13,844,481	\$ —	\$ 13,844,481	\$ 1,220,015	9.66%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
3610 Water Operations	\$ 2,273,365	\$ 2,266,288	\$ 2,559,548	\$ 2,646,324	\$ —	\$ 2,646,324	\$ 86,776	3.39%
3620 MWRA	\$ 7,413,364	\$ 8,006,399	\$ 8,743,912	\$ 9,618,303	\$ —	\$ 9,618,303	\$ 874,391	10.00%
Cash Capital	\$ —	\$ 200,000	\$ 400,000	\$ 600,000	\$ —	\$ 600,000	\$ 200,000	50.00%
OPEB	\$ 2,761	\$ —	\$ 2,761	\$ 2,761	\$ —	\$ 2,761	\$ —	—%
Indirects	\$ 894,573	\$ 930,001	\$ 918,245	\$ 977,093	\$ —	\$ 977,093	\$ 58,848	6.41%
Total 3600 Water Enterprise	\$ 10,584,063	\$ 11,402,688	\$ 12,624,466	\$ 13,844,481	\$ —	\$ 13,844,481	\$ 1,220,015	9.66%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 543,405	\$ 598,162	\$ 681,660	\$ 689,487	\$ —	\$ 689,487	\$ 7,827	1.15%
Prior Year Retro Payments	\$ —	\$ 54,507	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Overtime	\$ 117,523	\$ 181,445	\$ 183,794	\$ 186,183	\$ —	\$ 186,183	\$ 2,389	1.30%
<i>Personal Services</i>	<i>\$ 660,929</i>	<i>\$ 834,114</i>	<i>\$ 865,454</i>	<i>\$ 875,670</i>	<i>\$ —</i>	<i>\$ 875,670</i>	<i>\$ 10,216</i>	<i>1.18%</i>
Contractual Services	\$ 183,763	\$ 247,112	\$ 269,800	\$ 279,800	\$ —	\$ 279,800	\$ 10,000	3.71%
Utilities	\$ 18,143	\$ 18,032	\$ 17,000	\$ 17,000	\$ —	\$ 17,000	\$ —	—%
Supplies	\$ 192,234	\$ 198,018	\$ 202,500	\$ 211,700	\$ —	\$ 211,700	\$ 9,200	4.54%
Small Capital	\$ 26,296	\$ 3,916	\$ 25,000	\$ 25,000	\$ —	\$ 25,000	\$ —	—%
<i>Expenses</i>	<i>\$ 420,436</i>	<i>\$ 467,078</i>	<i>\$ 514,300</i>	<i>\$ 533,500</i>	<i>\$ —</i>	<i>\$ 533,500</i>	<i>\$ 19,200</i>	<i>3.73%</i>
Cash Capital	\$ —	\$ 200,000	\$ 400,000	\$ 600,000	\$ —	\$ 600,000	\$ 200,000	50.00%
Debt	\$ 1,192,000	\$ 965,096	\$ 1,179,794	\$ 1,237,154	\$ —	\$ 1,237,154	\$ 57,360	4.86%
MWRA	\$ 7,413,364	\$ 8,006,399	\$ 8,743,912	\$ 9,618,303	\$ —	\$ 9,618,303	\$ 874,391	10.00%
OPEB	\$ 2,761	\$ —	\$ 2,761	\$ 2,761	\$ —	\$ 2,761	\$ —	—%
Indirects	\$ 894,573	\$ 930,001	\$ 918,245	\$ 977,093	\$ —	\$ 977,093	\$ 58,848	6.41%
Total 3600 Water Enterprise	\$ 10,584,063	\$ 11,402,688	\$ 12,624,466	\$ 13,844,481	\$ —	\$ 13,844,481	\$ 1,220,015	9.66%

Mission: The Water/Sewer Division strives to enhance the quality of life in Lexington by providing quality drinking water, by ensuring the proper and safe discharge of wastewater and by maintaining our commitment to improving the infrastructure.

Budget Overview: The Sewer Division budget is comprised of Wastewater Operations, Massachusetts Water Resources Authority (MWRA) purchases and indirect support from the General Fund.

The Sewer Division maintains the wastewater system that serves 99 percent of Town residences and businesses through 34 miles of trunk lines, 119 miles of street lines and 10,326 service connections. There are also ten sewage-pumping stations operated by the Sewer Division. The Town has a three-block inclining rate structure to encourage conservation. Customer sewer usage is determined based on water usage over the same period, with the exception of meters dedicated to outdoor irrigation.

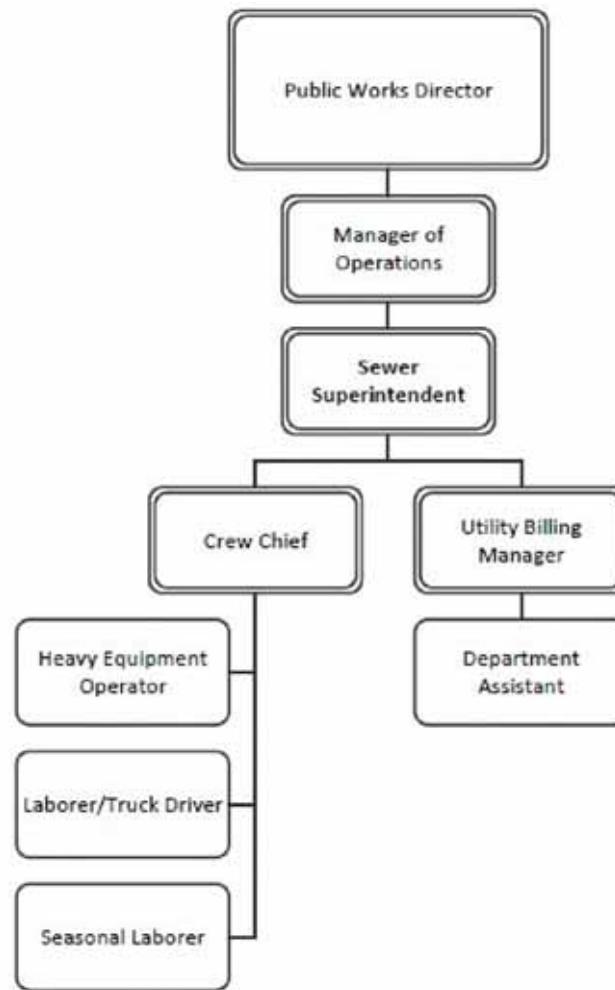
The MWRA provides wastewater treatment to Lexington and greater Boston at the Deer Island treatment facility.

Indirect support from the General Fund reflects Sewer Enterprise Fund expenses (benefits, insurance and engineering support) that are appropriated in the General Fund. The Sewer Enterprise Fund, therefore, reimburses the General Fund for these expenses through an indirect cost transfer.

In FY2023, the Sewer Enterprise Fund is recommended to contribute to the Other Post-Employment Benefits (OPEB) Trust Fund in a funding level that matches the contributions of the General Fund.

Departmental Initiatives:

1. Continue the pipe flushing program and root removal in all areas.
2. Work with the Water Enterprise Division on the ongoing Automatic Meter Reading System project. (AMR).
3. Continue to educate the public on the costs and problems created by Inflow & Infiltration.



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Supt. of Water & Sewer	0.5	0.5	0.5	0.5
Utility Billing Manager	0.5	0.5	0.5	0.5
Crew Chief	1	1	1	1
Heavy Equipment Operator	2	2	2	2
Department Assistant	0.2	0.2	0.2	0.2
Seasonal Assistant	0.4	0.4	0.4	0.4
Seasonal Laborer	0.3	0.3	0.3	0.3
Total FTE	4.9	4.9	4.9	4.9
Total FT/PT	3 FT/5 PT	3 FT/5 PT	3 FT/5 PT	3 FT/5 PT

Budget Recommendations:

The FY2023 recommended Sewer operating budget, inclusive of indirect costs, is \$12,335,486, a \$1,132,216 or 10.11% increase over the FY2022 budget.

The budget for Compensation is \$399,848 and reflects a \$10,069 or 2.58% increase, which is attributable to the cost of contractually obligated step increases and cost of living adjustments in the contract with Public Works staff.

The budget for Expenses is \$458,400, an increase of \$3,750 or 0.82%, which reflects anticipated inflationary increases for electricity, supplies and materials.

In FY2021, a new budget category of Cash Capital was initiated to begin to transition the ongoing sanitary sewer main replacement program to being funded directly by user charges instead of debt financing. This is the third year of a 10-year transition to move the entire \$1,000,000 annual program to cash financing. In doing so, rate payers will save a considerable amount on interest costs in the long-term. The FY2023 recommendation for cash capital is \$300,000.

Debt service is recommended to increase by \$172,371 or 11.77%.

The preliminary MWRA Assessment is \$8,994,934, which is a \$817,721 or 10.00% increase from FY2022. The final assessment will be issued in June 2022.

In FY2023, it is recommended that the Sewer Enterprise Fund continue contributing to the Other Post-Employment Benefits Trust Fund, which was initiated in FY2018.

Indirect payments to the General Fund for those costs borne by the General Fund in support of sewer operations are projected at \$542,416, a increase of \$28,305 or 5.51%.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Assistant Superintendent for Water/Sewer	\$ 83,895	\$ 17,621	\$ 101,516	\$ —	\$ —	\$ —	\$ 101,516

3700 Sewer Enterprise

Program: Public Works
Town of Lexington, MA

Budget Summary:

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Enterprise Funds								
Retained Earnings	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
User Charges	\$ 9,885,948	\$ 10,763,060	\$ 10,841,270	\$ 11,973,486	\$ —	\$ 11,973,486	\$ 1,132,216	10.44%
Connection Fees	\$ 695	\$ 773	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Investment Income	\$ 14,259	\$ 8,811	\$ 8,000	\$ 8,000	\$ —	\$ 8,000	\$ —	—%
Fees & Charges	\$ 514,538	\$ 388,599	\$ 354,000	\$ 354,000	\$ —	\$ 354,000	\$ —	—%
Total 3700 Sewer Enterprise	\$ 10,415,439	\$ 11,161,243	\$ 11,203,270	\$ 12,335,486	\$ —	\$ 12,335,486	\$ 1,132,216	10.11%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 226,162	\$ 315,205	\$ 389,779	\$ 399,848	\$ —	\$ 399,848	\$ 10,069	2.58%
Expenses	\$ 284,781	\$ 325,634	\$ 454,650	\$ 458,400	\$ —	\$ 458,400	\$ 3,750	0.82%
Cash Capital	\$ —	\$ 100,000	\$ 200,000	\$ 300,000	\$ —	\$ 300,000	\$ 100,000	50.00%
Debt	\$ 1,200,863	\$ 1,243,337	\$ 1,464,513	\$ 1,636,884	\$ —	\$ 1,636,884	\$ 172,371	11.77%
MWRA	\$ 7,837,139	\$ 7,922,359	\$ 8,177,213	\$ 8,994,934	\$ —	\$ 8,994,934	\$ 817,721	10.00%
OPEB	\$ 3,004	\$ —	\$ 3,004	\$ 3,004	\$ —	\$ 3,004	\$ —	—%
Indirects	\$ 532,094	\$ 541,663	\$ 514,111	\$ 542,416	\$ —	\$ 542,416	\$ 28,305	5.51%
Total 3700 Sewer Enterprise	\$ 10,084,043	\$ 10,448,199	\$ 11,203,270	\$ 12,335,486	\$ —	\$ 12,335,486	\$ 1,132,216	10.11%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
3710 Sewer Enterprise	\$ 1,711,806	\$ 1,884,177	\$ 2,308,942	\$ 2,495,132	\$ —	\$ 2,495,132	\$ 186,190	8.06%
3720 - MWRA	\$ 7,837,139	\$ 7,922,359	\$ 8,177,213	\$ 8,994,934	\$ —	\$ 8,994,934	\$ 817,721	10.00%
Cash Capital	\$ —	\$ 100,000	\$ 200,000	\$ 300,000	\$ —	\$ 300,000	\$ 100,000	50.00%
OPEB	\$ 3,004	\$ —	\$ 3,004	\$ 3,004	\$ —	\$ 3,004	\$ —	—%
Indirects	\$ 532,094	\$ 541,663	\$ 514,111	\$ 542,416	\$ —	\$ 542,416	\$ 28,305	5.51%
Total 3700 Sewer Enterprise	\$ 10,084,043	\$ 10,448,199	\$ 11,203,270	\$ 12,335,486	\$ —	\$ 12,335,486	\$ 1,132,216	10.11%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 197,259	\$ 252,732	\$ 305,063	\$ 314,031	\$ —	\$ 314,031	\$ 8,968	2.94%
Prior Year Retro Payments	\$ —	\$ 12,329	\$ —	\$ —		\$ —	\$ —	—%
Overtime	\$ 28,903	\$ 50,144	\$ 84,716	\$ 85,817	\$ —	\$ 85,817	\$ 1,101	1.30%
<i>Personal Services</i>	<i>\$ 226,162</i>	<i>\$ 315,205</i>	<i>\$ 389,779</i>	<i>\$ 399,848</i>	<i>\$ —</i>	<i>\$ 399,848</i>	<i>\$ 10,069</i>	<i>2.58%</i>
Contractual Services	\$ 134,846	\$ 131,011	\$ 207,400	\$ 207,400	\$ —	\$ 207,400	\$ —	—%
Utilities	\$ 108,424	\$ 111,977	\$ 130,000	\$ 131,000	\$ —	\$ 131,000	\$ 1,000	0.77%
Supplies	\$ 41,511	\$ 81,788	\$ 103,250	\$ 105,900	\$ —	\$ 105,900	\$ 2,650	2.57%
Small Capital	\$ —	\$ 858	\$ 14,000	\$ 14,100	\$ —	\$ 14,100	\$ 100	0.71%
<i>Expenses</i>	<i>\$ 284,781</i>	<i>\$ 325,634</i>	<i>\$ 454,650</i>	<i>\$ 458,400</i>	<i>\$ —</i>	<i>\$ 458,400</i>	<i>\$ 3,750</i>	<i>0.82%</i>
Cash Capital	\$ —	\$ 100,000	\$ 200,000	\$ 300,000	\$ —	\$ 300,000	\$ 100,000	50.00%
Debt	\$ 1,200,863	\$ 1,243,337	\$ 1,464,513	\$ 1,636,884	\$ —	\$ 1,636,884	\$ 172,371	11.77%
MWRA	\$ 7,837,139	\$ 7,922,359	\$ 8,177,213	\$ 8,994,934	\$ —	\$ 8,994,934	\$ 817,721	10.00%
OPEB	\$ 3,004	\$ —	\$ 3,004	\$ 3,004	\$ —	\$ 3,004	\$ —	—%
Indirects	\$ 532,094	\$ 541,663	\$ 514,111	\$ 542,416	\$ —	\$ 542,416	\$ 28,305	5.51%
Total 3700 Sewer Enterprise	\$ 10,084,043	\$ 10,448,199	\$ 11,203,270	\$ 12,335,486	\$ —	\$ 12,335,486	\$ 1,132,216	10.11%

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Section VI: Program 4000: Public Safety

This section includes detailed information about the FY2019 Operating Budget & Financing Plan for public safety. It includes:

- 4100 Law Enforcement VI-3
- 4200 Fire & Rescue VI-8

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Mission: The Lexington Police Department provides public safety services to enhance the quality of life in Lexington. A team of dedicated police officers, detectives, dispatchers and support staff work in a coordinated manner to effectively intervene in emergencies, promote traffic safety, suppress crime, reduce fear and deliver services to the community through a variety of prevention, problem solving and law enforcement programs.

Budget Overview: The Police Department is comprised of seven divisions: Administration, Patrol and Enforcement, Traffic Bureau, Investigations, Dispatch, Animal Control and Crossing Guards. In FY2021, the Police Department responded to 13,501 calls for service with 659 crimes investigated.

The Administration division is comprised of 11 full-time and 6 part-time employees including: the Chief and two Captains who oversee administrative and operational functions including budget, planning, training, personnel administration, public affairs and policy development; four Lieutenants who each lead a workgroup consisting of patrol officers, dispatchers and a Sergeant providing 24/7 policing services; an administrative Sergeant who tends to the accreditation program as well as detail assignments and event planning; an office manager and clerk who handle records management, accounting and payroll; 6 cadets who provide administrative support; and a mechanic who purchases, equips and maintains the vehicle fleet and other specialized equipment.

The Patrol and Enforcement division is comprised of 34 officers (29 patrol officers and five sergeants) responsible for responding to a variety of critical front-line services 24/7 including intervening in emergencies, promoting crime prevention and traffic safety as well as suppressing crime.

The Traffic Bureau has one supervisor who oversees the Parking Enforcement Officer (PEO) and one account clerk. Meter and parking enforcement in Lexington Center is done by the PEO. The Traffic Bureau supervisor also manages the school crossing guard program.

The Investigations division is supervised by a Detective Lieutenant who is assisted by the Sergeant Prosecutor and oversees six detectives responsible for investigation and prevention including: three major case detectives, a family services detective, a Community Resource Officer (CRO) and a School Resource Officer (SRO).

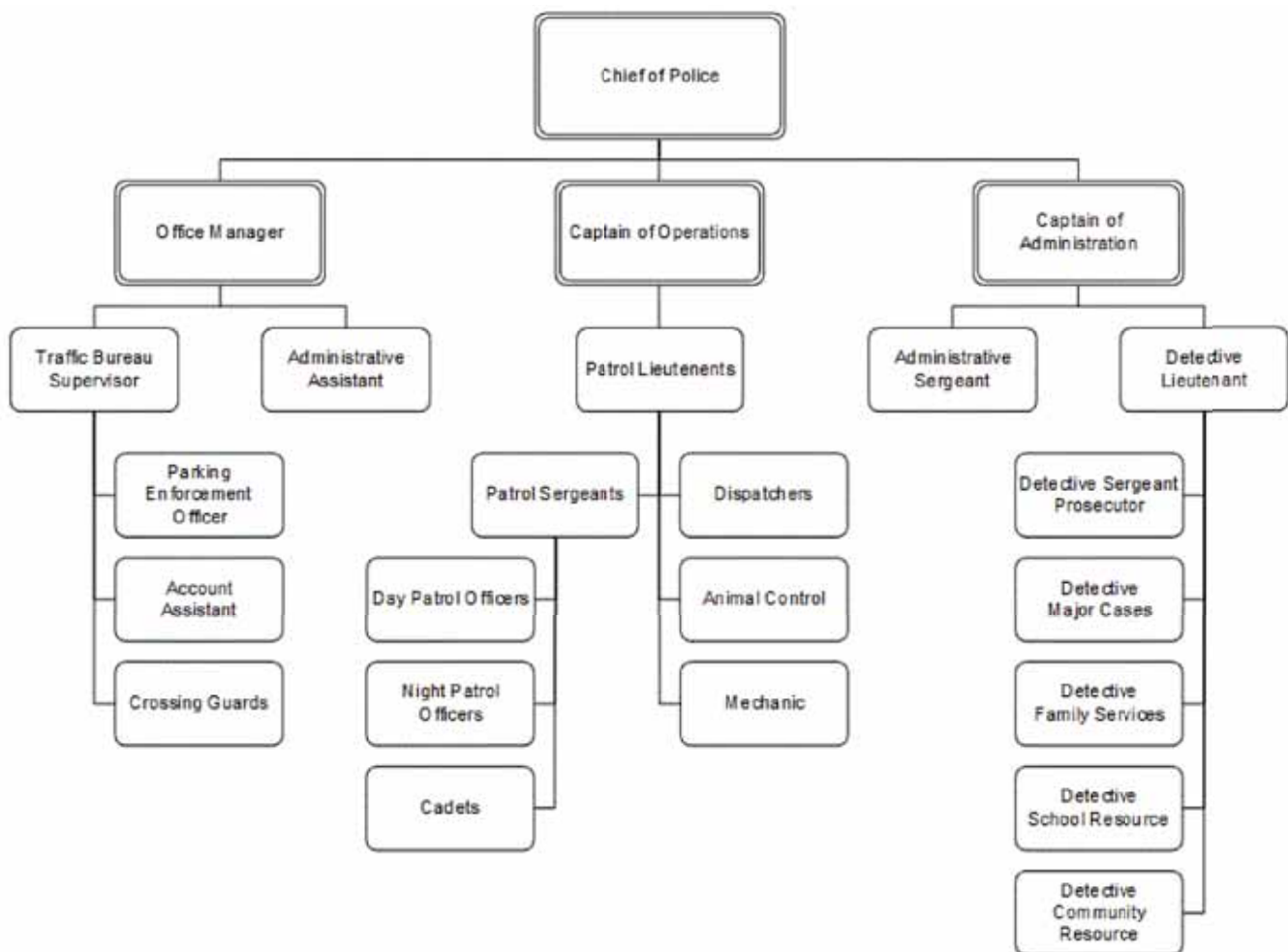
The Dispatch division is comprised of ten civilian dispatchers responsible for directing the proper resources to nearly 14,000 service calls that require a police, fire or medical unit response.

The Animal Control division entered into an agreement to share a full-time Animal Control Officer (ACO) with the Town of Bedford in October 2015, with 70%, or 27 hours per week allocated to Lexington. The ACO is an employee of the Town of Bedford, but will continue to work collaboratively with the Lexington Board of Health regarding animal related health issues.

The School Crossing guard program has 17 part-time civilian members who cover 15 school crossings during the school year. A program improvement seeks to increase these numbers to 18 part-time civilian members covering 16 crossings.

Departmental Initiatives:

1. Identify and schedule training surrounding Diversity, Equity and Inclusion (DEI), Fair and Impartial Policing (FIP) and De-escalation Techniques. Explore ways to increase our community engagement to ensure trust, accountability and transparency with the residents, work force and visitors of Lexington.
2. Continue to support and work with the Facilities Department, the Permanent Building Committee, Tecton Architects and input from citizen groups regarding the design and construction of a new police station.
3. With the anticipated hiring of a Police Chief in early 2022, and potentially other members of the command staff, continue the smooth transition plan and executive development practices that will continue to identify and develop future leaders from within the Department.



Authorized/Appropriated Staffing:

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Chief	1	1	1	1
Captain of Operations	1	1	1	1
Captain of Administration	1	1	1	1
Administrative Sergeant	1	1	1	1
Lieutenants (Patrol)	4	4	4	4
Sergeants (Patrol)	5	5	5	5
Police Officers	29	29	29	29
Lieutenant (Detective)	1	1	1	1
Sergeant (Detective-Prosecutor)	1	1	1	1
Detectives; Major Case	3	3	3	3
Family Services Detective	1	1	1	1
School Resource Officer	1	1	1	1
Community Resource Officer	1	1	1	1
Cadets - 6 part-time	3.06	3.06	3.06	3.06
Parking Enforcement Officer	1	1	1	1
Dispatch Supervisor	—	1	1	1
Dispatchers	9	9	9	9
Office Manager	1	1	1	1
Traffic Bureau Supervisor	1	1	1	1
Administrative Assistant	1	1	1	1
Department Account Assistant	1	1	1	1
Mechanic	1	1	1	1
Animal Control - 1 part-time	—	—	—	—
Parking Lot Attendants - 8 part-time	2.81	2.81	—	—
Crossing Guards - 18 part-time	3.69	3.69	3.69	3.91
Total FTE	74.56	75.56	72.75	72.97
	50 Officers	50 Officers	50 Officers	50 Officers
Total FT/PT	65FT/32PT	65FT/32PT	66FT/24PT	66FT/25PT

Overall staff changes from FY2020 to FY2023:

FY2021 - Dispatch Supervisor role reflects program improvement, funded via Enhanced 911 state grant.

FY2022 - Parking Lot Attendants reflect a transition at the Depot Lot from an attended lot to a pay-by-plate program

FY2023 - A program improvement requests an 18th crossing guard to cover a third location on Marrett Rd. for the Hastings School.

Budget Recommendations:

The FY2023 recommended Police Department budget is \$8,265,377 which is a \$121,230 or 1.49% increase from the FY2022 budget.

The budget for Compensation is \$7,169,307 and reflects an increase of \$50,309 or 0.71%, which is a net increase that reflects savings due to staff turnover offset by contractually obligated step increases, a program improvement to support enhanced police training under the new state certification requirements, a second program improvement which anticipates the need for staff to transport detainees to another location once the police move to their temporary location, and a third program improvement to fund a third crossing guard on Marrett Road for the Hastings Elementary School. Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2022. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The budget for Expenses is \$1,096,070 and reflects an increase of \$70,921 or 6.92%. Nearly \$30,000 is due to anticipated increases in the regional gasoline contract. The majority of the remaining increase is due to the purchase of two Hybrid vehicles, increased costs associated with supplies and ammunition, increased training and mileage costs, and an increase for the contract with the Town of Bedford to fund the Animal Control Officer.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Administrative Lieutenant	\$ 141,661	\$ 18,458	\$ 160,119	\$ —	\$ —	\$ —	\$ 160,119
Required Police Training	\$ 41,840	\$ 607	\$ 42,447	\$ 41,840	\$ 607	\$ 42,447	\$ —
Holding Cell Shifts	\$ 44,800	\$ 650	\$ 45,450	\$ 44,800	\$ 650	\$ 45,450	\$ —
Crossing Guard	\$ 7,921	\$ 115	\$ 8,036	\$ 7,921	\$ 115	\$ 8,036	\$ —

4100 Law Enforcement

Program: Public Safety
Town of Lexington, MA

Budget Summary

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 7,073,419	\$ 7,471,636	\$ 7,613,247	\$ 7,951,816	\$ 94,561	\$ 8,046,377	\$ 433,130	5.69%
Fees & Charges								
Fees	\$ 113,811	\$ 88,026	\$ 115,000	\$ 115,000	\$ —	\$ 115,000	\$ —	—%
Fines & Forfeitures	\$ 152,654	\$ 59,820	\$ 101,000	\$ 101,000	\$ —	\$ 101,000	\$ —	—%
Licenses & Permits	\$ 3,188	\$ 5,100	\$ 2,800	\$ 3,000	\$ —	\$ 3,000	\$ 200	7.14%
Parking Fund*	\$ 312,100	\$ 312,100	\$ 312,100	\$ —	\$ —	\$ —	\$(312,100)	-100.00%
Total 4100 Law Enforcement	\$ 7,655,171	\$ 7,936,682	\$ 8,144,147	\$ 8,170,816	\$ 94,561	\$ 8,265,377	\$ 121,230	1.49%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 6,753,696	\$ 7,002,993	\$ 7,118,998	\$ 7,074,746	\$ 94,561	\$ 7,169,307	\$ 50,309	0.71%
Expenses	\$ 901,475	\$ 933,689	\$ 1,025,149	\$ 1,096,070	\$ —	\$ 1,096,070	\$ 70,921	6.92%
Total 4100 Law Enforcement	\$ 7,655,171	\$ 7,936,682	\$ 8,144,147	\$ 8,170,816	\$ 94,561	\$ 8,265,377	\$ 121,230	1.49%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 4110 Police Administration	\$ 1,799,212	\$ 1,925,919	\$ 1,804,589	\$ 1,796,646	\$ —	\$ 1,796,646	\$ (7,943)	-0.44%
Total 4120 Patrol & Enforcement	\$ 3,604,027	\$ 3,743,861	\$ 4,001,304	\$ 4,063,728	\$ 86,640	\$ 4,150,368	\$ 149,064	3.73%
Total 4130 Traffic Bureau	\$ 463,758	\$ 428,958	\$ 396,075	\$ 399,256	\$ —	\$ 399,256	\$ 3,181	0.80%
Total 4140 Investigations	\$ 870,040	\$ 932,948	\$ 958,461	\$ 946,043	\$ —	\$ 946,043	\$ (12,418)	-1.30%
Total 4150 Dispatch	\$ 699,122	\$ 700,905	\$ 738,222	\$ 722,587	\$ —	\$ 722,587	\$ (15,635)	-2.12%
Total 4160 Animal Control	\$ 65,812	\$ 67,053	\$ 69,888	\$ 73,104	\$ —	\$ 73,104	\$ 3,216	4.60%
Total 4170 Crossing Guards	\$ 153,200	\$ 137,039	\$ 175,608	\$ 169,452	\$ 7,921	\$ 177,373	\$ 1,765	1.01%
Total 4100 Law Enforcement	\$ 7,655,171	\$ 7,936,682	\$ 8,144,147	\$ 8,170,816	\$ 94,561	\$ 8,265,377	\$ 121,230	1.49%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 5,594,835	\$ 5,754,440	\$ 6,172,458	\$ 6,134,787	\$ 7,921	\$ 6,142,708	\$ (29,750)	-0.48%
Prior Year Retro Payments	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Overtime	\$ 1,158,861	\$ 1,248,553	\$ 942,040	\$ 936,359	\$ 86,640	\$ 1,022,999	\$ 80,959	8.59%
<i>Personal Services</i>	<i>\$ 6,753,696</i>	<i>\$ 7,002,993</i>	<i>\$ 7,114,498</i>	<i>\$ 7,071,146</i>	<i>\$ 94,561</i>	<i>\$ 7,165,707</i>	<i>\$ 51,209</i>	<i>0.72%</i>
Contractual Services	\$ 342,735	\$ 287,089	\$ 410,742	\$ 419,324	\$ —	\$ 419,324	\$ 8,582	2.09%
Utilities	\$ 108,729	\$ 112,457	\$ 128,487	\$ 164,747	\$ —	\$ 164,747	\$ 36,260	28.22%
Supplies	\$ 223,212	\$ 264,008	\$ 217,281	\$ 219,623	\$ —	\$ 219,623	\$ 2,342	1.08%
Small Capital	\$ 226,799	\$ 270,135	\$ 268,639	\$ 292,376	\$ —	\$ 292,376	\$ 23,737	8.84%
<i>Expenses</i>	<i>\$ 901,475</i>	<i>\$ 933,689</i>	<i>\$ 1,025,149</i>	<i>\$ 1,096,070</i>	<i>\$ —</i>	<i>\$ 1,096,070</i>	<i>\$ 70,921</i>	<i>6.92%</i>
Total 4100 Law Enforcement	\$ 7,655,171	\$ 7,936,682	\$ 8,139,647	\$ 8,167,216	\$ 94,561	\$ 8,261,777	\$ 122,130	1.50%

*Reflects transfers from the Parking Fund to the General Fund rather than actual revenue from parking permits, Depot Square lot fees, and Pay-by-Phone and meter revenue. The fund balance is insufficient to support a transfer to the General Fund in FY2023 due to effects from the pandemic as well as sizeable capital projects in FY2022.

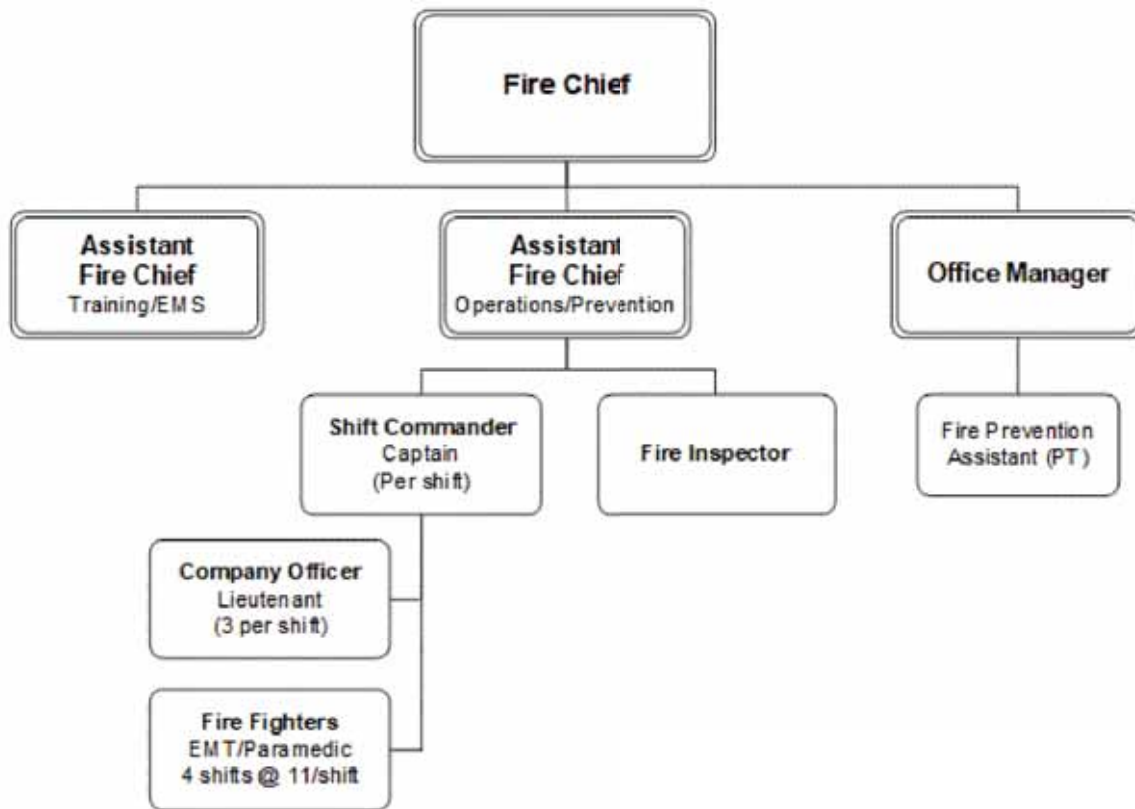
Mission: The Lexington Fire Department protects the people, homes and businesses in our community from fire, medical emergencies, hazardous material incidents and natural disasters. This is accomplished through public education, safety code management and emergency response.

Budget Overview: The Fire Department is comprised of five divisions: Administration, Fire Prevention, Fire Suppression, Emergency Medical Services and Emergency Management.

- Administration is responsible for developing policies and procedures, training, inventory control, financial and budgetary oversight, and managing the day-to-day operations of the Department.
- Fire Prevention is responsible for fire code enforcement activities, public education, plan review, permit application and approval, flammable/combustible liquid storage approval and regulatory enforcement of blasting applications and permits.
- Fire Suppression is staffed 24/7, operating out of two stations and responding to emergency calls including: fire suppression, motor vehicle accidents, medical emergencies, hazardous material responses, and other emergency incidents.
- Emergency Medical Services operates in conjunction with the Fire Suppression division, staffing two ambulances 24/7 at the Advanced Life Support (ALS) level. These vehicles respond to over 2,500 calls for assistance annually.
- Emergency Management is responsible for communications with the Federal Emergency Management Agency (FEMA) and the Massachusetts Emergency Management Agency (MEMA), as well as reviewing and commenting on numerous Townwide emergency operation plans. The Chief serves as the Emergency Management Director and the department's administrative staff support this division.

Departmental Initiatives:

1. Implement additional modules of the Public Safety Software and build out to department needs.
2. Role out online fire permitting process.
3. Develop an improved employee recruitment process to address diversity and retention.
4. Continue work on new fire headquarters as one year comes to an end and identify any needs.



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Fire Chief	1	1	1	1
Assistant Fire Chief	2	2	2	2
Office Manager	1	1	1	1
Fire Inspector	1	1	1	1
Fire Captains	4	4	4	4
Fire Lieutenants	12	12	12	12
Firefighters/Paramedics	44	44	44	44
Fire Prevention Assistant	0.86	0.86	0.86	0.86
Total FTE	65.86	65.86	65.86	65.86
Total FT/PT	65FT/1PT	65FT/1PT	65FT/1PT	65FT/1PT

Budget Recommendations:

The FY2023 recommended Fire Department budget is \$8,068,468. The recommended budget is a \$99,158 or 1.24% increase from the FY2022 budget.

The recommended budget for Compensation is \$7,269,665, and reflects an increase of \$22,464 or 0.31% from the revised FY2022 budget, for contractually obligated step increases. Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2022. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The budget for Expenses is \$798,803 and reflects a net increase of \$76,694 or 10.62%, which includes anticipated increases in diesel fuel costs (\$12,400), increases in maintenance costs (\$10,000) for fire apparatus, ambulance and fleet vehicles; enhanced communications costs (\$2,400) to house the Emergency Command Center at fire headquarters, and a program improvement (\$48,633) for a training mannequin to allow staff to practice their life support skills.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Advanced Life Support Training and Simulation Manikin	\$ 48,633	\$ —	\$ 48,633	\$ 48,633	\$ —	\$ 48,633	\$ —
Medstat MS 500 EMS ATV and Trailer	\$ 84,048	\$ —	\$ 84,048	\$ —	\$ —	\$ —	\$ 84,048
Combination Wildfire Scout and Personnel Transporter ATV	\$ 55,280	\$ —	\$ 55,280	\$ —	\$ —	\$ —	\$ 55,280

4200 Fire & Rescue

Program: Public Safety
Town of Lexington, MA

Budget Summary

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 5,840,461	\$ 6,357,519	\$ 6,550,635	\$ 6,596,160	\$ 48,633	\$ 6,644,793	\$ 94,158	1.44%
Fees & Charges								
Ambulance Fees	\$ 1,321,540	\$ 1,157,735	\$ 1,340,000	\$ 1,340,000	\$ —	\$ 1,340,000	\$ —	—%
Fire Department Fees	\$ 32,850	\$ 47,395	\$ 33,675	\$ 33,675	\$ —	\$ 33,675	\$ —	—%
Licenses & Permits	\$ 55,480	\$ 55,120	\$ 45,000	\$ 50,000	\$ —	\$ 50,000	\$ 5,000	11.11%
Total 4200 Fire & Rescue	\$ 7,250,331	\$ 7,617,769	\$ 7,969,310	\$ 8,019,835	\$ 48,633	\$ 8,068,468	\$ 99,158	1.24%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 6,645,325	\$ 6,987,078	\$ 7,247,201	\$ 7,269,665	\$ —	\$ 7,269,665	\$ 22,464	0.31%
Expenses	\$ 605,006	\$ 630,691	\$ 722,109	\$ 750,170	\$ 48,633	\$ 798,803	\$ 76,694	10.62%
Total 4200 Fire & Rescue	\$ 7,250,331	\$ 7,617,769	\$ 7,969,310	\$ 8,019,835	\$ 48,633	\$ 8,068,468	\$ 99,158	1.24%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 4210 Fire Administration	\$ 470,901	\$ 550,049	\$ 582,730	\$ 608,685	\$ —	\$ 608,685	\$ 25,955	4.45%
Total 4220 Fire Prevention	\$ 228,785	\$ 233,563	\$ 240,605	\$ 245,071	\$ —	\$ 245,071	\$ 4,466	1.86%
Total 4320 Fire Suppression	\$ 6,382,277	\$ 6,625,477	\$ 6,928,204	\$ 6,945,138	\$ —	\$ 6,945,138	\$ 16,934	0.24%
Total 4240 Emergency Medical Services	\$ 164,206	\$ 204,780	\$ 211,771	\$ 212,541	\$ 48,633	\$ 261,174	\$ 49,403	23.33%
Total 4250 Emergency Management	\$ 4,161	\$ 3,900	\$ 6,000	\$ 8,400	\$ —	\$ 8,400	\$ 2,400	40.00%
Total 4200 Fire & Rescue	\$ 7,250,331	\$ 7,617,769	\$ 7,969,310	\$ 8,019,835	\$ 48,633	\$ 8,068,468	\$ 99,158	1.24%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 5,624,935	\$ 5,878,461	\$ 6,075,937	\$ 6,133,174	\$ —	\$ 6,133,174	\$ 57,237	0.94%
Overtime	\$ 1,020,390	\$ 1,108,616	\$ 1,171,264	\$ 1,136,491	\$ —	\$ 1,136,491	\$ (34,773)	-2.97%
<i>Personal Services</i>	<i>\$ 6,645,325</i>	<i>\$ 6,987,078</i>	<i>\$ 7,247,201</i>	<i>\$ 7,269,665</i>	<i>\$ —</i>	<i>\$ 7,269,665</i>	<i>\$ 22,464</i>	<i>0.31%</i>
Contractual Services	\$ 287,580	\$ 292,933	\$ 336,304	\$ 351,154	\$ —	\$ 351,154	\$ 14,850	4.42%
Utilities	\$ 52,053	\$ 44,402	\$ 67,890	\$ 80,331	\$ —	\$ 80,331	\$ 12,441	18.33%
Supplies	\$ 263,943	\$ 180,807	\$ 217,415	\$ 218,185	\$ —	\$ 218,185	\$ 770	0.35%
Small Capital	\$ 1,429	\$ 112,549	\$ 100,500	\$ 100,500	\$ 48,633	\$ 149,133	\$ 48,633	48.39%
<i>Expenses</i>	<i>\$ 605,006</i>	<i>\$ 630,691</i>	<i>\$ 722,109</i>	<i>\$ 750,170</i>	<i>\$ 48,633</i>	<i>\$ 798,803</i>	<i>\$ 76,694</i>	<i>10.62%</i>
Total 4200 Fire & Rescue	\$ 7,250,331	\$ 7,617,769	\$ 7,969,310	\$ 8,019,835	\$ 48,633	\$ 8,068,468	\$ 99,158	1.24%

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Section VII: Program 5000: Culture & Recreation

This section includes detailed information about the FY2023 Operating Budget & Financing Plan for culture & recreation services. It includes:

- 5100 Cary Memorial Library VII-3
- 5200 Recreation and Community Programs VII-9

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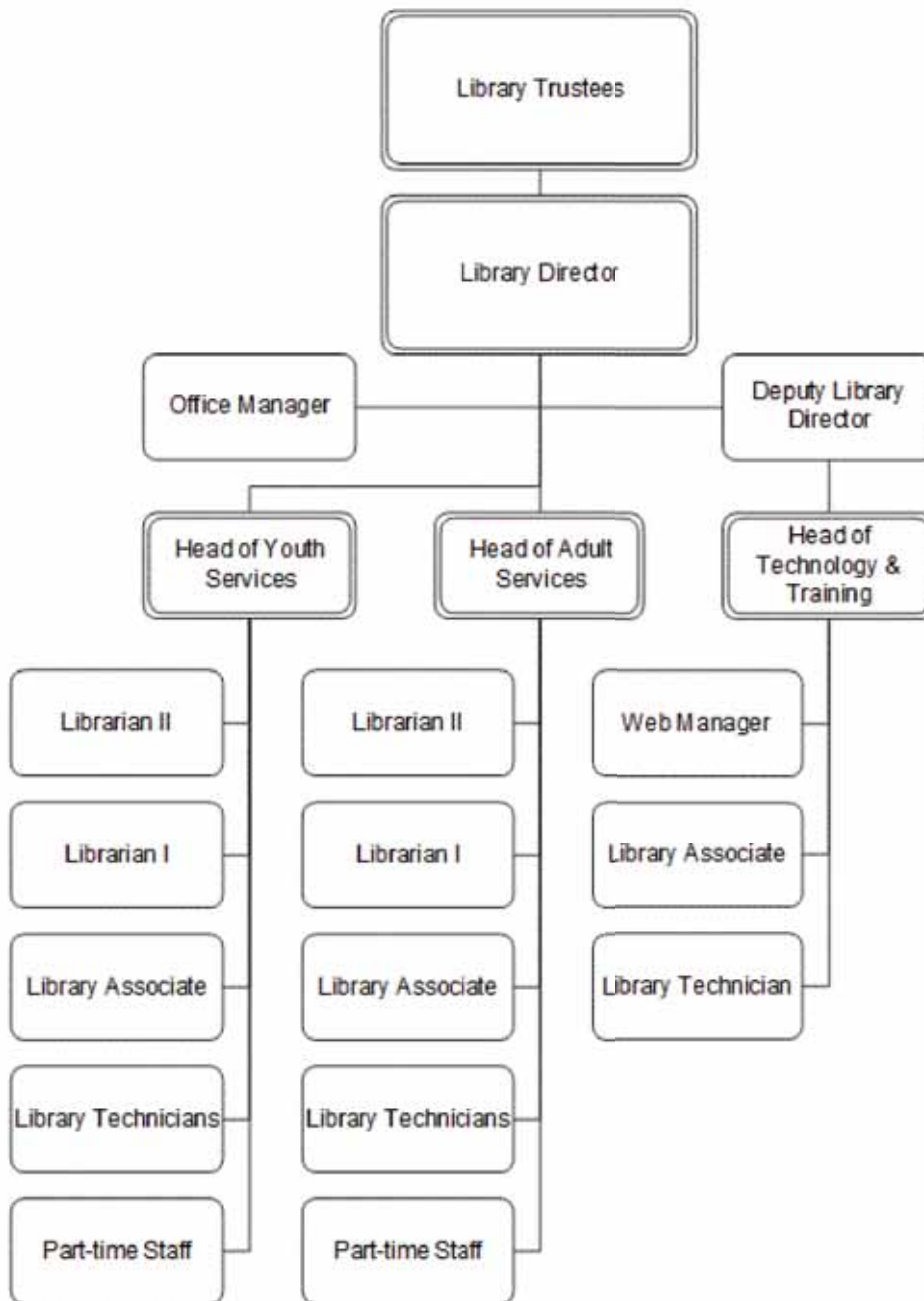
Mission: The Cary Memorial Library's mission is to ignite curiosity, engage minds, and connect our community.

Budget Overview: Cary Memorial Library is comprised of three divisions: Administration and General Services, Adult Services, and Youth Services.

- Administration and General Services includes administrative staff and webmaster salaries, as well as the supply, equipment, and Minuteman Library Network membership costs.
- Adult Services includes all adult library, technology, and bibliographic services staff as well as adult books and audiovisual materials.
- Youth Services includes all children's library staff and also includes library materials for children and teens.

Departmental Initiatives: Our Guiding Principles

1. Books, information, and so much more: We continue our 150-year-long tradition of providing books and other materials that reflect the needs and interests of Lexington residents. Though much has changed since our doors first opened in 1869, our essential function remains the same - to bring the world of information and ideas to you.
2. At the intersection of learning, making, and play: In recent years, educational research has increasingly shown that we learn best through experience - by making mistakes and trying again. In furthering this effort, we are expanding these types of learning opportunities, giving you more chances to build, create and play.
3. A place that works for everyone: We value the rich diversity of our community, and our commitment to equitable service for all is unwavering. Efforts to identify and remove barriers to access are ongoing - we are a work in progress.
4. With opportunities for human connection: In a world where technology is ever-present, we are committed to fostering human interactions. Sometimes that is as simple as providing comfortable chairs for a serendipitous meeting between old friends. Other times it takes the shape of an elaborate event with community partners and hundreds of guests. Large and small, these moments, shared among neighbors, strengthen the social fabric of Lexington.
5. A future as vibrant as our past: With more than a half million visitors each year, Cary Library is a cherished community asset and a source of civic pride. Stewardship of this resource requires equal attention to preservation and transformation.



5100 Cary Memorial Library

Program: Culture & Recreation
Town of Lexington, MA

Authorized/Appropriated Staffing:

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Library Director	1.0	1.0	1.0	1.0
Deputy Library Director*	1.0	1.0	1.0	1.0
Office Manager	1.0	1.0	1.0	1.0
Head of Adult Services	1.0	1.0	1.0	1.0
Head of Youth Services	1.0	1.0	1.0	1.0
Head of Technology & Training*	—	—	1.0	1.0
Librarian I***	5.0	5.0	6.0	6.0
Librarian II*	5.0	5.0	4.0	4.0
Library Associates***	7.0	7.0	8.0	8.0
Library Technicians****	3.5	2.8	2.8	2.8
Library Technician II***, ****	7.0	8.0	6.0	6.0
Adult Pages*****	1.6	1.6	1.6	2.2
Student Pages*****	0.7	0.7	0.7	—
Seasonal/Sunday Substitutes	As Needed	As Needed	As Needed	As Needed
Total FTE	34.8	35.1	36.1	36.0
Total FT/PT	26FT/23PT	27FT/22PT	28FT/22PT	28FT/22PT

*In FY2022, due to staff turnover, the Head of Technology role was broken out from the Deputy Library Director and re-established as a Department Head position. A Librarian II was assigned to the role.

**In FY2022, Fall STM approved the transfer of the Library's dedicated webmaster from the Innovation & Technology budget to the Library budget.

***In FY2022, two Library Technician IIs were reclassified to a Library Associate and a Librarian I.

****A Program Improvement in FY2020 added hours to cover the Teen Room, resulting in an increase of 0.38 FTE. In FY2021, a program improvement transitioned a part-time Technician to a full-time Technician II.

*****In FY2023 all Pages will be combined under Adult Pages.

Budget Recommendations:

The FY2023 recommended General Fund Library budget is \$3,336,219, which is a \$179,871 or 5.70% increase from the FY2022 budget.

The General Fund operating budget for Compensation is \$2,637,708, and reflects a \$112,101 or 4.44% increase, which incorporates contractually obligated step increases and cost of living increases.

The General Fund operating budget for Expenses is \$698,511 and reflects a \$67,770 or 10.74% increase, which is primarily driven by inflationary increases for supplies and materials and contractual services.

To retain certification by the Massachusetts Board of Library Commissioners, the Library must expend the equivalent of 13 percent of its annual municipal appropriation on materials. Prior to FY2016, the Town's appropriation had been less than one-half of this required amount, with the balance coming from the Library Foundation and Friends of the Library. In FY2016, the Town approved a program improvement request that substantially closed this funding gap. In FY2021, a program improvement added funding to the materials budget to achieve 100% funding, which is continued in FY2023 at 13.7%. This was precipitated by a change in the Minuteman Library Network renewal policy, which automatically renews overdue materials, if available, and has dramatically reduced revenues from fines which were primarily used for materials costs.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Full-Time Youth Services Librarian	\$ 69,456	\$ 17,411	\$ 86,867	\$ —	\$ —	\$ —	\$ 86,867
Library Fellowship	\$ 5,080	\$ 74	\$ 5,154	\$ —	\$ —	\$ —	\$ 5,154

5100 Cary Memorial Library

Program: Culture & Recreation
Town of Lexington, MA

Budget Summary

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 2,736,466	\$ 2,725,127	\$ 3,156,348	\$ 3,336,219	\$ —	\$ 3,336,219	\$ 179,871	5.70%
Total 5100 Library	\$ 2,736,466	\$ 2,725,127	\$ 3,156,348	\$ 3,336,219	\$ —	\$ 3,336,219	\$ 179,871	5.70%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 2,265,546	\$ 2,162,069	\$ 2,525,607	\$ 2,637,708	\$ —	\$ 2,637,708	\$ 112,101	4.44%
Expenses	\$ 470,920	\$ 563,057	\$ 630,741	\$ 698,511	\$ —	\$ 698,511	\$ 67,770	10.74%
Total 5100 Library	\$ 2,736,466	\$ 2,725,127	\$ 3,156,348	\$ 3,336,219	\$ —	\$ 3,336,219	\$ 179,871	5.70%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 5110 Admin. & General Services	\$ 493,941	\$ 522,196	\$ 592,832	\$ 654,704	\$ —	\$ 654,704	\$ 61,872	10.44%
Total 5120 Adult Services	\$ 1,565,355	\$ 1,492,243	\$ 1,682,180	\$ 1,776,326	\$ —	\$ 1,776,326	\$ 94,146	5.60%
Total 5130 Youth Services	\$ 677,170	\$ 710,687	\$ 881,336	\$ 905,189	\$ —	\$ 905,189	\$ 23,853	2.71%
Total 5100 Library	\$ 2,736,466	\$ 2,725,127	\$ 3,156,348	\$ 3,336,219	\$ —	\$ 3,336,219	\$ 179,871	5.70%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 2,223,069	\$ 2,161,492	\$ 2,462,578	\$ 2,572,582	\$ —	\$ 2,572,582	\$ 110,004	4.47%
Prior Year Retro Payments	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Overtime (Sunday Premium)	\$ 42,477	\$ 578	\$ 63,029	\$ 65,126	\$ —	\$ 65,126	\$ 2,097	3.33%
<i>Personal Services</i>	<i>\$ 2,265,546</i>	<i>\$ 2,162,069</i>	<i>\$ 2,525,607</i>	<i>\$ 2,637,708</i>	<i>\$ —</i>	<i>\$ 2,637,708</i>	<i>\$ 112,101</i>	<i>4.44%</i>
Contractual Services	\$ 121,295	\$ 124,486	\$ 141,111	\$ 160,752	\$ —	\$ 160,752	\$ 19,641	13.92%
Utilities	\$ 8,153	\$ 7,353	\$ 8,200	\$ 5,000	\$ —	\$ 5,000	\$ (3,200)	-39.02%
Supplies	\$ 313,613	\$ 392,521	\$ 441,430	\$ 492,759	\$ —	\$ 492,759	\$ 51,329	11.63%
Small Capital	\$ 27,859	\$ 38,697	\$ 40,000	\$ 40,000	\$ —	\$ 40,000	\$ —	—%
<i>Expenses</i>	<i>\$ 470,920</i>	<i>\$ 563,057</i>	<i>\$ 630,741</i>	<i>\$ 698,511</i>	<i>\$ —</i>	<i>\$ 698,511</i>	<i>\$ 67,770</i>	<i>10.74%</i>
Total 5100 Library	\$ 2,736,466	\$ 2,725,127	\$ 3,156,348	\$ 3,336,219	\$ —	\$ 3,336,219	\$ 179,871	5.70%

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Mission: The Department of Recreation and Community Programs strives to provide affordable, quality programs meeting the needs of the community. The Department is committed to providing active and passive leisure opportunities that are educational, fun and life-enriching. The Department promotes participation by all Lexington residents in safe, accessible and well-maintained facilities.

Budget Overview: The Department operates as an Enterprise Fund whereby program and facility fees must cover the direct cost of operations including all full- and part-time staff and program, services and facility expenses including supplies, equipment, utilities and wages/overhead. As such, the operating budget may increase or decrease year to year to meet changes in enrollment and facility use demands. The Director of Recreation and Community Programs, through the Recreation Committee, sets program fees with the approval of the Select Board. The operating budget supports staff who manage and deliver programs along with the supplies and equipment needed to operate those programs and services in addition to seven full-time staff. The Enterprise Fund is comprised of four divisions: Recreation, Pine Meadows Golf Club, Community Center and the Administrative Division. The Administrative Division was created in FY2020 to centralize administrative support for the business aspects within the Recreation, Pine Meadows and Community Center operations.

Program revenues (Recreation, Pine Meadows Golf Club and Community Center) also help fund Capital Improvement Projects. In FY2023, the Department's contribution to the General Fund to cover the costs of employee benefits and indirect services has been reintroduced. Staff will be working to provide options for alternative funding models for the Department to the Fiscal Guideline Working Group. That model may be implemented as soon as FY2024.

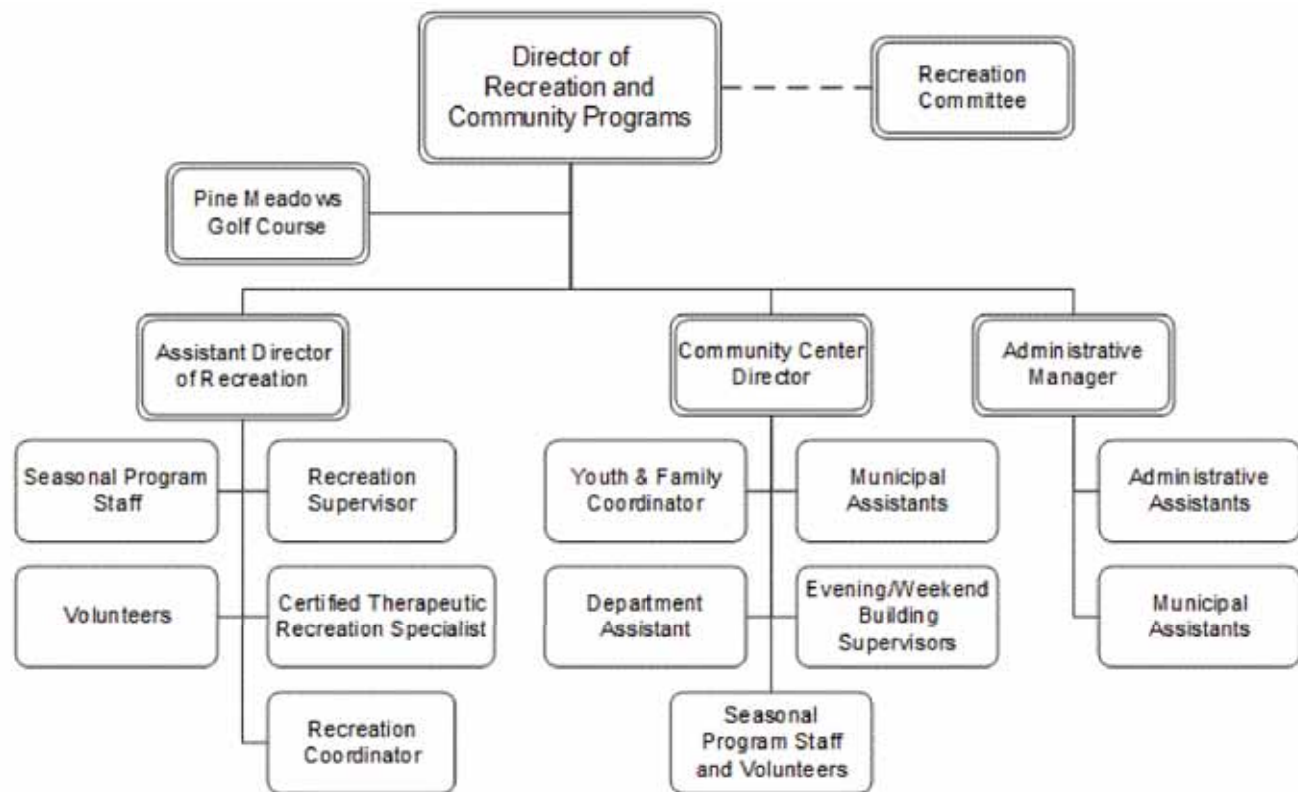
The Department offers a wide variety of leisure, socialization and recreational opportunities for individuals of all ages and abilities. Staff plan, schedule and coordinate programs, activities and special events at Outdoor Recreation Facilities such as, parks, playgrounds, athletic fields, tennis and basketball courts, the Town Pool, Old Reservoir and Pine Meadows Golf Club. Other outdoor resources include Conservation and Open Spaces. Additionally, the indoor facilities the department utilize include the Community Center, the Public Schools, off-site and out-of-town venues.

Departmental Initiatives:

1. Implement the Key Findings of the 2020 Town of Lexington Community Needs Assessment along with the recommendations from the 2017 Recreation Facilities ADA Compliance Study in the development of the operational and capital improvement planning for the future needs of the community.
2. Recommend and implement Key Findings of the 2021 Athletic Fields Feasibility Study.
3. Continue the growth and implementation of the department's therapeutic, adaptive and inclusive recreation programming.
4. Explore alternative funding sources for the Recreation and Community Programs Department in order to sustain the Recreation Enterprise Fund and operations.
5. Support Townwide cultural and historic events.
6. Support Townwide diversity equity and inclusion initiatives.

5200 Recreation & Community Programs

Program: Culture & Recreation
Town of Lexington, MA



Note: Pine Meadows staffing is provided via contractual services.
Oversight is provided by the Director of Recreation and Community Programs.

5200 Recreation & Community Programs

Program: Culture & Recreation
Town of Lexington, MA

Authorized/Appropriated Staffing

Element: 5210 Administration	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Director of Recreation and Community Programs	1	1	1	1
Administrative Manager	1	1	1	1
Municipal Assistant*	0.68	—	—	—
Administrative Assistant**	2	1.8	1.8	1.8
Subtotal FTE	4.68	3.8	3.8	3.8

Subtotal FT/PT	4FT/2PT	4FT/2PT	3FT/1PT	3FT/1PT
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Element: 5220 Recreation	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Assistant Director	1	1	1	1
Recreation Supervisor	1	1	1	1
Recreation Coordinator***	—	—	—	0.4
Certified Therapeutic Recreation Specialist****	0.34	1	1	1
Seasonal (Part-time)	225+/-	225+/-	225+/-	225+/-
Subtotal FTE	2.34	3.0	3.0	3.4

Subtotal FT/PT	2FT/1PT	2FT/1PT	3FT/0PT	3FT/1PT
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Element: 5240 Community Center	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Community Center Director	1	1	1	1
Youth & Family Coordinator	1	1	1	1
Department Assistant	1	1	1	1
Municipal Assistant (3, PT)*	1	—	1	1
Building Supervisor (2, PT)*	1	—	1	1
Seasonal (Part-time)	50+/-	50+/-	50+/-	50+/-
Subtotal FTE	5	3	5	5

Subtotal FT/PT	3 FT/4 PT	3 FT/0 PT	3 FT/5 PT	3 FT/5 PT
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Total FTE	12.02	9.8	11.8	12.2
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Total FT/PT	9FT/7PT + Seasonal	9FT/7PT + Seasonal	10FT/6PT + Seasonal	10FT/7PT + Seasonal
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*In FY2021, in light of the Community Center being closed, a number of staff were furloughed.

**The incumbent in the Administrative Assistant role has requested a 4-day schedule.

***A part-time Recreation Coordinator is requested as a program improvement in FY2023.

****In FY2019, a part-time Certified Therapeutic Recreation Specialist was added to staff for the full year. In FY2021, the position was expanded to full-time.

5200 Recreation & Community Programs

Program: Culture & Recreation
Town of Lexington, MA

Budget Recommendations:

The FY2023 recommended budget for the Department of Recreation and Community Programs - comprised of four divisions: Pine Meadows Golf, Recreation, Community Center and Administrative - is \$3,425,097. The recommended budget is an increase of \$835,161 or 32.25% from the FY2022 budget, which anticipated a slow resumption of pre-pandemic activity levels.

It should be noted that the Recreation and Community Programs Department operating budget has historically been supported solely from program fees. In FY2016, with the opening of the Community Center, the tax levy began to contribute the equivalent of the wages and benefits for the three full-time employees who are most closely involved with managing the Community Center operations and programming. This will continue in FY2023, with \$242,790 being proposed in General Fund support of Community Center wages.

The Community Center provides free drop-in programs and opportunities to promote social, emotional, and cognitive well-being and wellness for residents of all ages and abilities. It provides residents with a wide variety of programs that are fun, educational and life-enriching. The Community Center provides opportunities and access to all residents that are generally not supported through fees, in addition to many programs, activities and services that may require a fee. The customer service counter at the Center supports the Community Center, including the operations of the Human Services and the Recreation & Community Programs Departments, allowing for one-stop shopping for services and programs.

The recommended budget for Compensation is \$1,567,753, which is a \$225,552 or 16.80% increase from the FY2022 budget, and reflects a return to more comprehensive programming, as well as step increases, cost-of-living adjustments, and a rate increase for Seasonal staff commensurate with the January 2022 state minimum wage increase.

The recommended budget for Expenses is \$1,571,240 and reflects a \$323,505 or 25.93% increase from the FY2022 budget, primarily due to the introduction of new programming and the ability to resume offering a wide, diverse and accessible variety of in-person and virtual recreational programming for the community, post-pandemic. The recommended budget for the operation of the Pine Meadows Golf Course is \$550,800 and reflects a net increase of \$3,000 or 0.55%. The current course management contract was awarded in December 2018 for a contract period of 3 years beginning January 2019 through December 2021, with options for annual renewals through December 2023.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Community Center Furniture	\$ 25,000	\$ —	\$ 25,000	\$ —	\$ —	\$ —	\$ 25,000
Community Center Generator	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Vehicle Replacement	\$ 47,000	\$ —	\$ 47,000	\$ 47,000	\$ —	\$ 47,000	\$ —
Part-time Recreation Coordinator	\$ 25,000	\$ 363	\$ 25,363	\$ 25,000	\$ 363	\$ 25,363	\$ —
Program Guide - Mailing & Printing	\$ 55,000	\$ —	\$ 55,000	\$ 55,000	\$ —	\$ 55,000	\$ —

5200 Recreation & Community Programs

Program: Culture & Recreation
Town of Lexington, MA

Budget Summary

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 208,859	\$ 618,916	\$ 509,215	\$ 242,790	\$ —	\$ 242,790	\$ (266,425)	-52.32%
Enterprise Funds								
Retained Earnings	\$ 375,000	\$ 375,000	\$ —	\$ 375,000	\$ —	\$ 375,000	\$ 375,000	—%
Recreation User Charges	\$ 759,909	\$ 1,062,285	\$ 1,026,718	\$ 1,361,752	\$ 100,000	\$ 1,461,752	\$ 435,034	42.37%
Community Center User Charges	\$ 372,293	\$ 252,313	\$ 297,655	\$ 418,555	\$ 27,000	\$ 445,555	\$ 147,900	49.69%
Golf User Charges	\$ 759,738	\$ 1,162,256	\$ 756,348	\$ 900,000	\$ —	\$ 900,000	\$ 143,652	18.99%
Investment Income	\$ 8,176	\$ 3,206	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Total 5200 Recreation	\$ 2,483,975	\$ 3,473,975	\$ 2,589,936	\$ 3,298,097	\$ 127,000	\$ 3,425,097	\$ 835,161	32.25%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 1,246,075	\$ 896,659	\$ 1,342,201	\$ 1,542,753	\$ 25,000	\$ 1,567,753	\$ 225,552	16.80%
Expenses	\$ 1,048,005	\$ 892,248	\$ 1,247,735	\$ 1,469,240	\$ 102,000	\$ 1,571,240	\$ 323,505	25.93%
Debt Service	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Indirect Costs (Trans. to Gen. Fund)	\$ 269,681	\$ 277,771	\$ —	\$ 286,104	\$ —	\$ 286,104	\$ 286,104	—%
Total 5200 Recreation	\$ 2,563,760	\$ 2,066,677	\$ 2,589,936	\$ 3,298,097	\$ 127,000	\$ 3,425,097	\$ 835,161	32.25%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 5210 Administration	\$ 422,614	\$ 367,309	\$ 413,114	\$ 430,078	\$ 102,000	\$ 532,078	\$ 118,964	28.80%
Total 5220 Recreation	\$ 862,440	\$ 544,972	\$ 1,100,745	\$ 1,401,153	\$ 25,000	\$ 1,426,153	\$ 325,408	29.56%
Total 5230 Pine Meadows	\$ 444,270	\$ 526,933	\$ 547,800	\$ 550,800	\$ —	\$ 550,800	\$ 3,000	0.55%
Total 5240 Community Center	\$ 564,755	\$ 349,692	\$ 528,277	\$ 629,962	\$ —	\$ 629,962	\$ 101,685	19.25%
Indirect Costs	\$ 269,681	\$ 277,771	\$ —	\$ 286,104	\$ —	\$ 286,104	\$ 286,104	—%
Total 5200 Recreation	\$ 2,563,760	\$ 2,066,677	\$ 2,589,936	\$ 3,298,097	\$ 127,000	\$ 3,425,097	\$ 835,161	32.25%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,245,956	\$ 896,567	\$ 1,342,201	\$ 1,542,753	\$ 25,000	\$ 1,567,753	\$ 225,552	16.80%
Overtime	\$ 118	\$ 92	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Personal Services</i>	<i>\$ 1,246,075</i>	<i>\$ 896,659</i>	<i>\$ 1,342,201</i>	<i>\$ 1,542,753</i>	<i>\$ 25,000</i>	<i>\$ 1,567,753</i>	<i>\$ 225,552</i>	<i>16.80%</i>
Contractual Services	\$ 952,915	\$ 802,222	\$ 1,050,840	\$ 1,223,350	\$ 55,000	\$ 1,278,350	\$ 227,510	21.65%
Utilities	\$ 49,837	\$ 39,636	\$ 82,850	\$ 95,385	\$ —	\$ 95,385	\$ 12,535	15.13%
Supplies	\$ 45,252	\$ 50,389	\$ 107,045	\$ 133,505	\$ —	\$ 133,505	\$ 26,460	24.72%
Small Capital	\$ —	\$ —	\$ 7,000	\$ 17,000	\$ 47,000	\$ 64,000	\$ 57,000	814.29%
<i>Expenses</i>	<i>\$ 1,048,005</i>	<i>\$ 892,248</i>	<i>\$ 1,247,735</i>	<i>\$ 1,469,240</i>	<i>\$ 102,000</i>	<i>\$ 1,571,240</i>	<i>\$ 323,505</i>	<i>25.93%</i>
Debt	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Indirect	\$ 269,681	\$ 277,771	\$ —	\$ 286,104	\$ —	\$ 286,104	\$ 286,104	—%
Total 5200 Recreation	\$ 2,563,760	\$ 2,066,677	\$ 2,589,936	\$ 3,298,097	\$ 127,000	\$ 3,425,097	\$ 835,161	32.25%

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Section VIII: Program 6000: Human Services

This section includes detailed information about the FY2023 Operating Budget & Financing Plan for Human Services. It includes:

- 6100-6200 Administration; Veteran's Services; Youth and Family Services and Community Programs; and Transportation Services

VIII-2

Mission: The Human Services Department connects Lexington residents across the lifespan to information, support and services that promote health and well being; and is responsible for managing the Lexpress bus system, Lex-Connect taxi, and other transportation initiatives. The department seeks to identify the unmet needs of our community by providing outreach and prevention services to families, seniors, veterans and youth.

Budget Overview: The Human Services Department is organized to provide services and support to residents of all ages. Department Staff oversee the following divisions: Administration and Outreach, Senior Services, Youth and Family Services, Veterans' Services and Transportation Services. Since moving to the Lexington Community Center in 2015, attendance, walk-in visits, phone calls and requests for information have increased significantly.

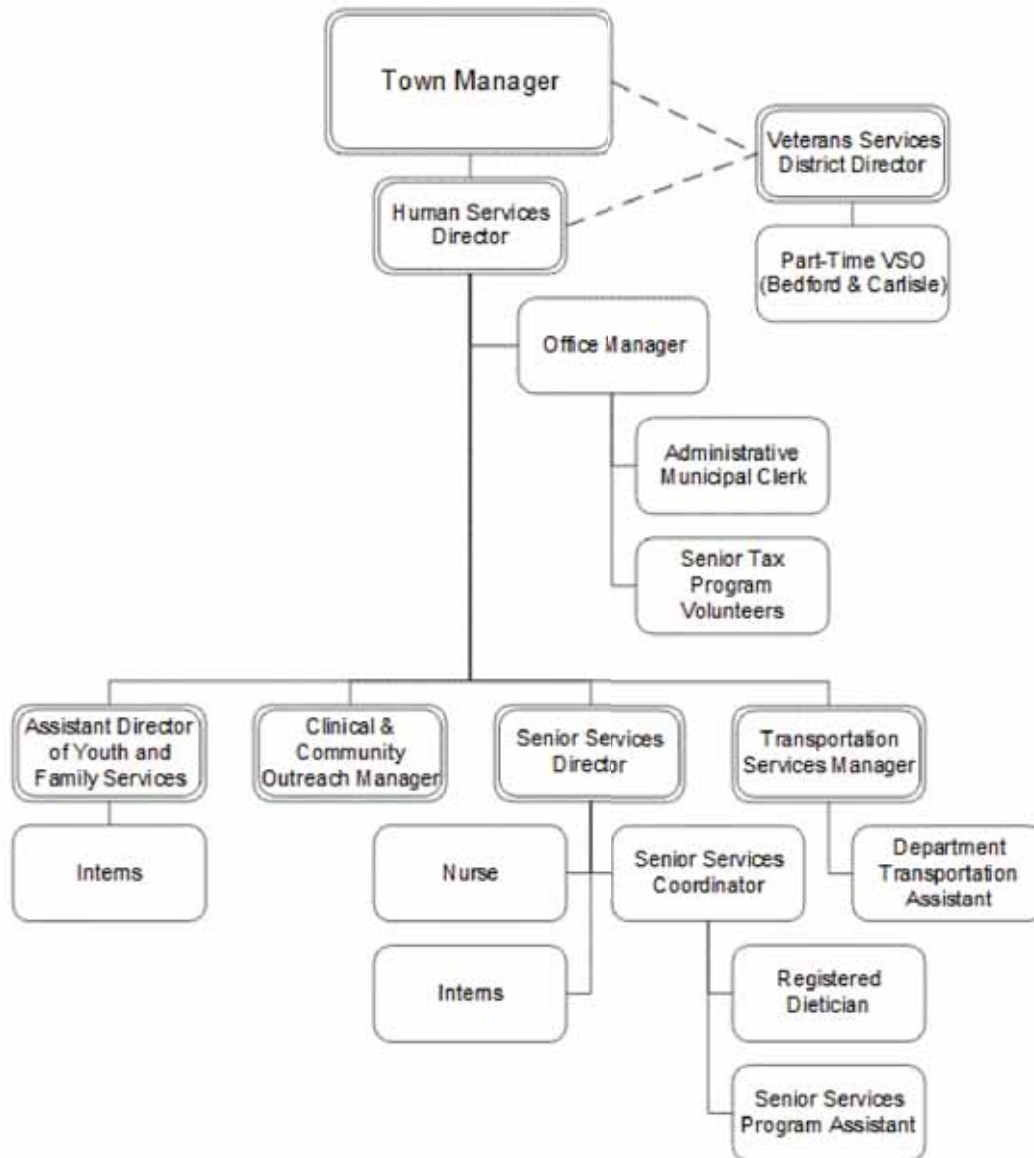
Staff from Senior Services and Youth and Family Services provide senior, youth and intergenerational programming, assessments, information and referral, short-term counseling, financial assistance, consultation on life changes, support and light case management. Veterans' services staff provide veterans in Lexington, Bedford, and Carlisle with information, connection to State and Federal benefits, and support, as well as work with colleagues to plan Town celebrations and special events that honor Veterans. Transportation Staff manage the Lexpress bus and Lex-Connect taxi, as well as provide travel consultation on other transit options.

Departmental Initiatives:

1. Continue to identify and implement programming specific to diversity, equity, and inclusion, as well as participate in Town-sponsored racial justice initiatives.
2. Continue implementation of the CHNA 15 grant funded work of the Mental Health Task Force that includes collaboration with Town, School, and community stakeholders to assess and respond to community mental health needs and provide aligned approaches in regards to prevention, intervention, and critical incident response services to the Lexington Community.
3. Continue implementation of action plan based on findings and recommendations from Age Friendly needs assessment. Collaborate on Comprehensive Plan with continued participation in an advisory and advocacy capacity.
4. Begin to implement transit regionalization plan, which includes viable steps towards regionalizing transportation services as well as a funding plan. Regionalization of transit services will enhance transportation through the network effect, create more coordinated services with acceptable minimum services levels, and identify sustainable funding mechanisms to further enhance transportation for all.
5. Continue to support and promote access to mental health services through direct therapeutic services as well as through the William James INTERFACE Referral Service.

6100-6200 Program Summary

Program: Human Services
Town of Lexington, MA



6100-6200 Program Summary

Program: Human Services
Town of Lexington, MA

Authorized/Appropriated Staffing:

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Director of Human Services	1	1	1	1
Senior Services Director*	1	1	1	1
Assistant Director of Youth and Family Services	1	1	1	1
Clinical & Community Outreach Manager*	1	1	1	1
Senior Services Coordinator	1	1	1	1
Senior Services Nurse	0.57	0.57	0.57	0.57
Office Manager	1	1	1	1
Municipal Clerk (Part-time)	0.69	0.69	0.69	0.69
Veterans' Services District Director	1	1	1	1
Veterans' Services Officer	0.51	0.51	0.51	0.51
Transportation Services Manager**	0.80	1	1	1
Department Transportation Assistant	0.80	0.80	0.80	0.80
Registered Dietician***	PT	PT	PT	PT
Volunteer Coordinator/Program Assistant***	PT	PT	PT	PT
Total FTE	10.37	10.57	10.57	10.57
Total FT/PT	7FT / 7PT	8FT / 6PT	8FT / 6PT	8FT / 6PT

Explanatory Notes:

*Two positions received title changes in FY2021 to better explain roles externally: Assistant Director of Senior Services was changed to Senior Services Director. Outreach Coordinator was changed to Clinical & Community Outreach Manager.

**The Transportation Services Manager position transitioned from 28 hours to full-time (35 hours) in FY2021 through a program improvement.

***The part-time temporary positions of Registered Dietician and Volunteer Coordinator/Program Assistant are fully funded by grants from the Executive Office of Elder Affairs.

Budget Recommendations:

The recommended FY2023 All Funds Human Services budget is \$1,847,930 which is a \$251,997 or 15.79% increase from the revised FY2022 budget. The All Funds budget includes funding from a Massachusetts Executive Office of Elder Affairs (EOEA) grant, the Massachusetts Bay Transportation Authority (MBTA) Suburban Transportation grant, and the Senior Services Revolving Fund. In addition, the Towns of Bedford and Carlisle fund a portion of the Veterans' Services budget through an Intermunicipal Veterans' District agreement.

The Human Services FY2023 recommended General Fund operating budget request is \$1,527,421 and reflects a \$249,956 or 19.57% increase from the revised FY2022 budget.

The General Fund operating budget for Compensation is \$717,650, and reflects a \$27,176 or 3.94% increase, which reflects the cost of contractually obligated step increases. Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is \$809,771 and reflects a \$222,780 or 37.95% increase, which is a net change that reflects an increase for contractually obligated Lexpress costs, as well as \$200,000 to restore a one-time diversion of funds to a Lexpress operating grant in FY2022. For FY2023, funding for the William James Interface Mental Health Referral Service will be shared between the municipal and school budgets.

Program Improvement Requests:

None requested.

6100-6200 Program Summary

Program: Human Services
Town of Lexington, MA

Budget Summary - General Fund

Funding Sources (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 1,034,317	\$ 1,127,471	\$ 1,130,298	\$ 1,380,254	\$ —	\$ 1,380,254	\$ 249,956	22.11 %
Veteran Benefits Reimbursement	\$ 56,702	\$ 61,498	\$ 22,167	\$ 22,167	\$ —	\$ 22,167	\$ —	— %
TDM Allocation	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ —	\$ 95,000	\$ —	— %
Fees								
Lexpress Fares	\$ 56,642	\$ 9,506	\$ 30,000	\$ 30,000	\$ —	\$ 30,000	\$ —	— %
Total 6000 - General Fund	\$ 1,242,662	\$ 1,293,475	\$ 1,277,465	\$ 1,527,421	\$ —	\$ 1,527,421	\$ 249,956	19.57 %

Appropriation Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 631,965	\$ 636,367	\$ 690,474	\$ 717,650	\$ —	\$ 717,650	\$ 27,176	3.94 %
Expenses	\$ 610,696	\$ 657,109	\$ 586,991	\$ 809,771	\$ —	\$ 809,771	\$ 222,780	37.95 %
Total 6000 - General Fund	\$ 1,242,662	\$ 1,293,475	\$ 1,277,465	\$ 1,527,421	\$ —	\$ 1,527,421	\$ 249,956	19.57 %

Program Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 6110 Administration	\$ 194,900	\$ 211,492	\$ 226,584	\$ 237,334	\$ —	\$ 237,334	\$ 10,750	4.74 %
Total 6140 Veterans' Services	\$ 85,548	\$ 56,748	\$ 90,048	\$ 91,554	\$ —	\$ 91,554	\$ 1,506	1.67 %
Total 6150 Youth & Family Services	\$ 159,566	\$ 184,651	\$ 206,118	\$ 212,253	\$ —	\$ 212,253	\$ 6,135	2.98 %
Total 6170 Senior Services & Community Programs	\$ 156,245	\$ 146,415	\$ 192,959	\$ 198,454	\$ —	\$ 198,454	\$ 5,495	2.85 %
Total 6210 Transportation Services	\$ 646,403	\$ 694,168	\$ 561,756	\$ 787,826	\$ —	\$ 787,826	\$ 226,070	40.24 %
Total 6000 - General Fund	\$ 1,242,662	\$ 1,293,475	\$ 1,277,465	\$ 1,527,421	\$ —	\$ 1,527,421	\$ 249,956	19.57 %

Object Code Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 631,965	\$ 636,367	\$ 690,474	\$ 717,650	\$ —	\$ 717,650	\$ 27,176	3.94 %
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
<i>Personal Services</i>	<i>\$ 631,965</i>	<i>\$ 636,367</i>	<i>\$ 690,474</i>	<i>\$ 717,650</i>	<i>\$ —</i>	<i>\$ 717,650</i>	<i>\$ 27,176</i>	<i>3.94 %</i>
Contractual Services	\$ 583,248	\$ 638,725	\$ 548,561	\$ 770,796	\$ —	\$ 770,796	\$ 222,235	40.51 %
Utilities	\$ 3,168	\$ 3,266	\$ 3,240	\$ 3,240	\$ —	\$ 3,240	\$ —	— %
Supplies	\$ 21,389	\$ 12,849	\$ 31,690	\$ 31,235	\$ —	\$ 31,235	\$ (455)	-1.44 %
Small Capital	\$ 2,891	\$ 2,269	\$ 3,500	\$ 4,500	\$ —	\$ 4,500	\$ 1,000	28.57 %
<i>Expenses</i>	<i>\$ 610,696</i>	<i>\$ 657,109</i>	<i>\$ 586,991</i>	<i>\$ 809,771</i>	<i>\$ —</i>	<i>\$ 809,771</i>	<i>\$ 222,780</i>	<i>37.95 %</i>
Total 6000 - General Fund	\$ 1,242,662	\$ 1,293,475	\$ 1,277,465	\$ 1,527,421	\$ —	\$ 1,527,421	\$ 249,956	19.57 %

6100-6200 Program Summary

Program: Human Services
Town of Lexington, MA

Budget Summary - Revolving Funds* and Grants

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
EOEA Grant	\$ 94,762	\$ 94,764	\$ 94,764	\$ 94,764	\$ —	\$ 94,764	\$ —	— %
Veterans Services Regional Funding	\$ 58,293	\$ 89,671	\$ 92,461	\$ 95,745	\$ —	\$ 95,745	\$ 3,284	3.55 %
Senior Services Revolving Fund*	\$ 33,638	\$ 8,151	\$ 75,000	\$ 75,000	\$ —	\$ 75,000	\$ —	— %
MBTA Grant	\$ 54,080	\$ 56,243	\$ 56,243	\$ 55,000	\$ —	\$ 55,000	\$ (1,243)	-2.21 %
Total 6000 - Non-General Fund	\$ 240,773	\$ 248,830	\$ 318,468	\$ 320,509	\$ —	\$ 320,509	\$ 2,041	0.64 %

*Revolving Funds are authorized by Town Meeting via Article 9, and are not appropriated under Article 4.

Appropriations Summary (Non-General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
EOEA Grant	\$ 89,721	\$ 99,831	\$ 94,764	\$ 94,764	\$ —	\$ 94,764	\$ —	—%
<i>Personal Services</i>	\$ 62,628	\$ 79,391	\$ 67,346	\$ 68,447	\$ —	\$ 68,447	\$ 1,101	1.63 %
<i>Expenses</i>	\$ 27,093	\$ 20,440	\$ 27,418	\$ 26,317	\$ —	\$ 26,317	\$ (1,101)	-4.02 %
Veterans' Services Regional Funding	\$ 57,936	\$ 94,177	\$ 92,461	\$ 95,745	\$ —	\$ 95,745	\$ 3,284	3.55%
<i>Personal Services</i>	\$ 55,670	\$ 92,952	\$ 90,116	\$ 93,320	\$ —	\$ 93,320	\$ 3,204	3.56 %
<i>Expenses</i>	\$ 2,266	\$ 1,225	\$ 2,345	\$ 2,425	\$ —	\$ 2,425	\$ 80	3.41 %
Senior Services Revolving Fund								
<i>Expenses</i>	\$ 38,157	\$ 6,469	\$ 75,000	\$ 75,000	\$ —	\$ 75,000	\$ —	— %
MBTA Grant - Transportation Services								
<i>Expenses</i>	\$ 54,080	\$ 56,243	\$ 56,243	\$ 55,000	\$ —	\$ 55,000	\$ (1,243)	-2.21 %
Total 6000 - Non-General Fund	\$ 239,895	\$ 256,720	\$ 318,468	\$ 320,509	\$ —	\$ 320,509	\$ 2,041	0.64 %

Budget Summary - All Funds

Appropriation Summary (All Funds)	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 750,264	\$ 808,710	\$ 847,936	\$ 879,417	\$ —	\$ 879,417	\$ 31,481	3.71 %
Expenses	\$ 732,293	\$ 741,486	\$ 747,997	\$ 968,513	\$ —	\$ 968,513	\$ 220,516	29.48 %
Total 6000 Human Services (All Funds)	\$ 1,482,556	\$ 1,550,195	\$ 1,595,933	\$ 1,847,930	\$ —	\$ 1,847,930	\$ 251,997	15.79 %

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Section IX: Program 7000: Land Use, Health and Development Department

This section includes detailed information about the FY2023 Operating Budget & Financing Plan for the Land Use, Health and Development Department. It includes:

- | | |
|-----------------------------|-------|
| • 7100-7400 Summary | IX-3 |
| • 7110 Building and Zoning | IX-10 |
| • 7120 Administration | IX-14 |
| • 7130 Conservation | IX-16 |
| • 7140 Health | IX-20 |
| • 7200 Planning | IX-24 |
| • 7300 Economic Development | IX-28 |

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7100-7400 Program Summary

Mission: The Land Use, Health and Development Department includes those departments that manage and promote residential and commercial development in Lexington while protecting the health and safety of residents through local bylaws, regulations, and best practices, as well as State statutes and regulations, in the areas of public health, building code, zoning, economic development, wetland protection, conservation and land-use. By consolidating these various operations under the management of an Assistant Town Manager, the Town is able to further streamline code enforcement, program and policy development, and outreach and educational activities related to commercial, residential and public development.

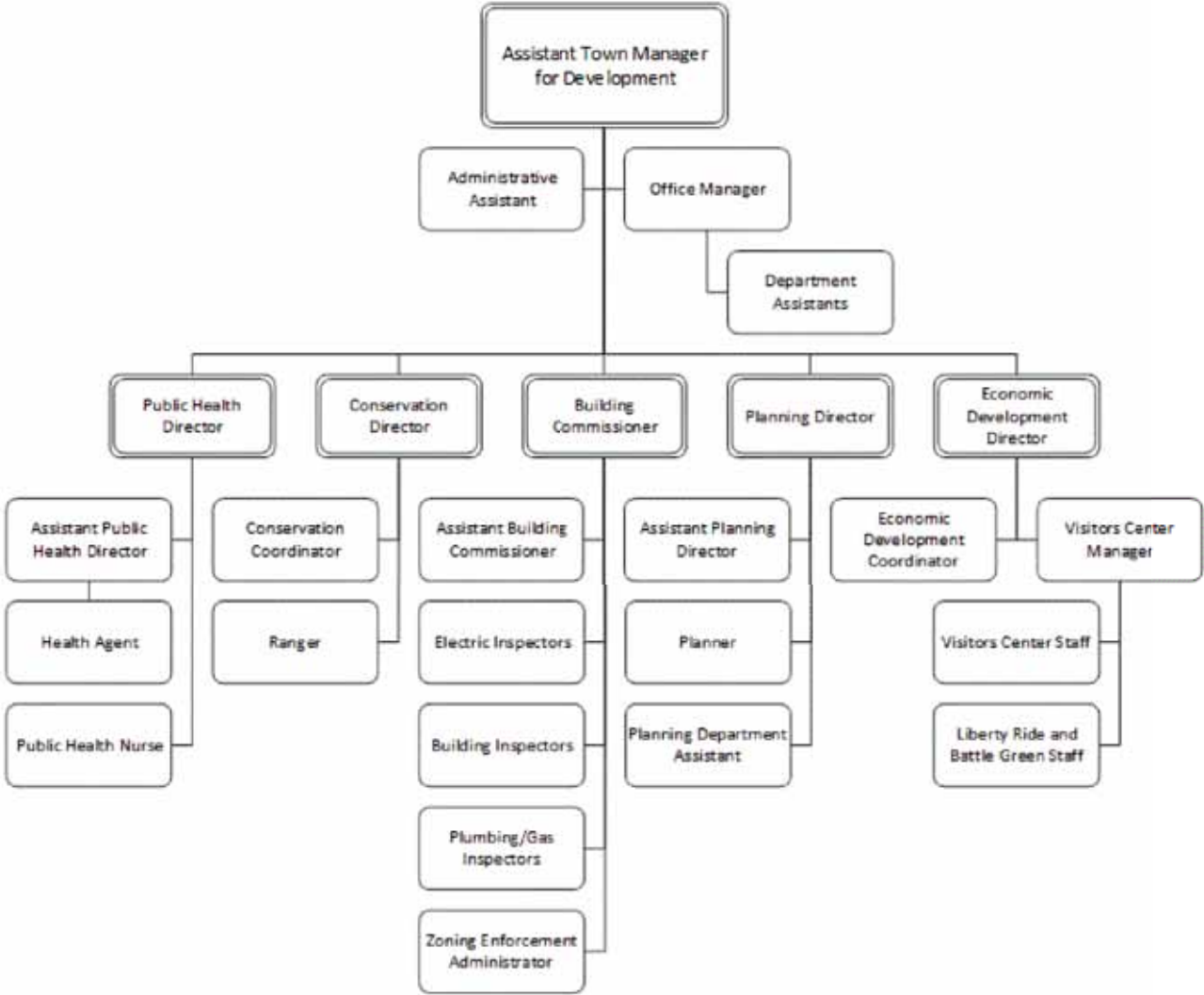
Budget Overview: The Land Use, Health and Development Department is comprised of: Building and Zoning, Conservation, Health, Planning and Economic Development.

- Building and Zoning is responsible for enforcing the State building, electrical, gas and plumbing codes, the local zoning bylaw, and Architectural Access Board Regulations.
- Conservation is responsible for administering and enforcing the State and local wetland protection codes and the State Stormwater Management Regulations, managing over 1,400 acres of Town-owned conservation land, and providing outreach and education concerning natural and watershed resources.
- Public Health is responsible for enforcing State and local health codes, administering health screening and vaccination programs, evaluating community health needs and developing intervention programs to prevent disease and disability.
- Planning supports the Planning Board in the administration of the Subdivision Regulations, the determination of adequacy of unaccepted streets, the granting of special permits for residential development, site plan review and granting of special permits within the commercial manufacturing district, and the review of planned development district proposals that go to Town Meeting. In addition, the staff engages in short- and long-term planning in regard to growth and development issues in Lexington, being active participants in various committees dealing with issues of transportation, affordable housing and economic development, as well as participating in regional and statewide initiatives.
- Economic Development works to encourage new investment and support our local businesses. It serves as a liaison for businesses and works to address business-related issues from Center parking to updating land use policy. The Office also works to retain and expand local businesses by providing information, conducting research, supporting a visitor-based economy, and leveraging State economic development tools and resources designed to improve the business environment. The Economic Development Office manages the Visitors Center and Tourism operations.

Departmental Initiatives:

1. Implement the Select Board's health and development-related goals associated with the work of the Department.
2. Implement high priority and near-term action steps and recommendations of the Comprehensive Plan Update.
3. Implement initiatives, policies and plans of the Board of Health, especially with respect to completing the dispensing of the COVID vaccine to Lexington residents and others, as required.
4. With the Engineering Division, support the community input on the Bedford Street/Hartwell Avenue 25% design development.

7100-7400 Program Summary



7100-7400 Program Summary

Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Assistant Town Manager	1	1	1	1
Administrative Assistant	1	1	1	1
Administration Dept Office Manager	1	1	1	1
Administration Dept Assistants	4	4	4	4
Economic Development Director	1	1	1	1
Economic Development Coordinator	1	1	1	1
Visitor Services Manager	1	1	1	1
Visitor Center Staff (6PT)	4.75	4.75	4.75	4.75
Visitor Center PT Assistant Manager	0.56	0.56	0.56	0.56
Battle Green Guides	Seasonal	Seasonal	Seasonal	Seasonal
Liberty Ride Coordinator	0.7	—	—	—
Liberty Ride Guides	Seasonal	Seasonal	Seasonal	Seasonal
Planning Director	1	1	1	1
Assistant Planning Director	1	1	1	1
Planner	1	1	1	1
Planning Dept. Assistant	1	1	1	1
Conservation Director	1	1	1	1
Conservation Coordinator	1	1	1	1
Land Use Ranger	0.25	0.25	0.25	0.25
Land Management Interns	Seasonal	Seasonal	Seasonal	Seasonal
Public Health Director	1	1	1	1
Assistant Public Health Director*	—	—	1	1
Public Health Agents*	1	2	1	1
Public Health Nurse**	0.6	0.6	0.6	1
Building Commissioner	1	1	1	1
Asst Building Commissioner	1	1	1	1
Building Inspectors	1	1	1	1
Plumbing and Gas Inspector	1	1	1	1
Zoning Enforcement Administrator	1	1	1	1
Electric Inspectors	1	1	1	1
Part-time Electric Inspector***	0.24	0.24	0.24	0.24
Part-time Plumbing Inspector***	0.14	0.14	0.14	0.14
Part-time Building Inspector***	0.38	0.38	0.38	0.58
Total FTE	31.62	31.92	31.92	32.52
Total FT/PT	23FT/11PT + Seasonal	24FT/10PT + Seasonal	24FT/10PT + Seasonal	25FT/9PT + Seasonal

Explanatory Notes:

*A second Health Agent was funded in FY2021 via a program improvement. They were later reclassified to an Assistant Health Director.

**The full-time Public Health Nurse is shared between Lexington (.6) and Belmont (.4) per Nursing Services Agreement executed in FY2009. A program improvement in FY2023 seeks to reassign the position to Lexington on a full-time basis.

***The hours budgeted for part-time inspectors are filled by multiple individuals, as available. The FY2023 increase supports expanded responsibilities of the department, particularly for short-term rentals and expanded commercial developments.

7100-7400 Program Summary

Budget Recommendations:

The FY2023 recommended All Funds Land Use, Health and Development Department budget, inclusive of the General Fund operating budget, the Liberty Ride, Visitor Center, Residential Engineering Review and Health Program Revolving Funds, is \$3,201,078, which is a \$111,328 or 3.60% increase from the FY2022 budget.

The FY2023 recommended Land Use, Health and Development General Fund operating budget is \$2,792,613 which is a \$98,624, or 3.66% increase from the FY2022 General Fund budget.

The General Fund operating budget for Compensation is \$2,338,226 and reflects a \$166,974 or 7.69% increase, which funds contractually obligated step increases, as well as a program improvement to make the public health nurse a full-time position in Lexington. Compensation also reflects the transfer of the Visitors Center manager from the Visitors Center Revolving Fund to the General Fund, partially offset by transferring the Battle Green Guides to the Visitors Center Revolving Fund, and more fully offset by a reduction in expenses to support the Visitors Center. Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is \$454,387 and reflects a decrease of \$(68,350) or (13.08)%, which is a net change that reflects shifting \$74,000 in ongoing support for the Visitors Center to Compensation at Economic Development, removing \$19,500 in scanning costs from the Building and Zoning and Conservation budgets, and increasing support for professional development at both Health (\$7,000) and Economic Development (\$7,000), as well as increasing Marketing (\$5,000) and Advertising (\$2,000) at Economic Development to support the town's promotional efforts for the 250th celebration, and \$5,000 for a program improvement to reprint brochures for ACROSS Lexington.

The FY2023 recommended budget for the Residential Engineering Review, Health Program, Liberty Ride, and Visitor Center revolving funds is \$506,065, an increase of \$12,704 or 2.57%, which reflects ongoing adjustments as the Visitors Center continues to adapt to pandemic operations in their permanent location.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
ACROSS Lexington Brochures	\$ 5,000	\$ —	\$ 5,000	\$ 5,000	\$ —	\$ 5,000	\$ —
Increase Public Health Nurse to Full-time	\$ 34,681	\$ 1,503	\$ 36,184	\$ 34,681	\$ 1,503	\$ 36,184	\$ —
Senior Planner	\$ 90,000	\$ 17,709	\$ 107,709	\$ —	\$ —	\$ —	\$ 107,709
Visitors Center Assistant Manager (PT to FT)	\$ 57,538	\$ 17,239	\$ 74,777	\$ —	\$ —	\$ —	\$ 74,777

7100-7400 Program Summary

Program: Land Use, Health and
Development Department
Town of Lexington, MA

Budget Summary - General Fund

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ (709,547)	\$(1,084,948)	\$ 901,089	\$ 619,332	\$ (54,819)	\$ 564,513	\$(336,576)	-37.35 %
TDM Stabilization Fund	\$ 46,000	\$ 46,000	\$ 46,000	\$ 46,000	\$ —	\$ 46,000	\$ —	— %
Center Impr. District Stab. Fund	\$ 27,000	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Fees & Charges								
Departmental Fees	\$ 80,873	\$ 70,022	\$ 49,200	\$ 76,900	\$ —	\$ 76,900	\$ 27,700	56.30 %
Licenses & Permits	\$ 2,711,117	\$ 3,213,684	\$ 1,697,700	\$2,105,200	\$ —	\$ 2,105,200	\$407,500	24.00 %
Total 7100-7400 - General Fund	\$ 2,155,443	\$ 2,244,758	\$ 2,693,989	\$2,847,432	\$ (54,819)	\$ 2,792,613	\$ 98,624	3.66 %

Appropriation Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 1,828,944	\$ 1,903,721	\$ 2,171,252	\$2,303,545	\$ 34,681	\$ 2,338,226	\$ 166,974	7.69 %
Expenses	\$ 326,499	\$ 341,037	\$ 522,737	\$ 543,887	\$ (89,500)	\$ 454,387	\$ (68,350)	-13.08 %
Total 7100-7400 - General Fund	\$ 2,155,443	\$ 2,244,758	\$ 2,693,989	\$2,847,432	\$ (54,819)	\$ 2,792,613	\$ 98,624	3.66 %

Level-Service Requests (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 7110 Building & Zoning	\$ 609,689	\$ 561,393	\$ 640,862	\$ 659,173	\$ (14,500)	\$ 644,673	\$ 3,811	0.59 %
Total 7120 Administration	\$ 429,696	\$ 431,375	\$ 553,500	\$ 564,150	\$ 5,000	\$ 569,150	\$ 15,650	2.83 %
Total 7130 Conservation	\$ 214,574	\$ 197,387	\$ 255,027	\$ 258,882	\$ (5,000)	\$ 253,882	\$ (1,145)	-0.45 %
Total 7140 Health	\$ 252,755	\$ 301,634	\$ 400,951	\$ 423,189	\$ 34,681	\$ 457,870	\$ 56,919	14.20 %
Total 7200 Planning	\$ 323,020	\$ 375,185	\$ 434,992	\$ 521,240	\$ (75,000)	\$ 446,240	\$ 11,248	2.59 %
Total 7300 Economic Development	\$ 325,708	\$ 377,784	\$ 408,657	\$ 420,798	\$ —	\$ 420,798	\$ 12,141	2.97 %
Total 7100-7400 - General Fund	\$ 2,155,443	\$ 2,244,758	\$ 2,693,989	\$2,847,432	\$ (54,819)	\$ 2,792,613	\$ 98,624	3.66 %

Object Code Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,816,122	\$ 1,887,074	\$ 2,136,687	\$2,268,531	\$ 34,681	\$ 2,303,212	\$ 166,525	7.79 %
Overtime	\$ 12,822	\$ 16,648	\$ 34,565	\$ 35,014	\$ —	\$ 35,014	\$ 449	1.30 %
<i>Personal Services</i>	<i>\$ 1,828,944</i>	<i>\$ 1,903,721</i>	<i>\$ 2,171,252</i>	<i>\$2,303,545</i>	<i>\$ 34,681</i>	<i>\$ 2,338,226</i>	<i>\$ 166,974</i>	<i>7.69 %</i>
Contractual Services	\$ 180,715	\$ 239,506	\$ 374,526	\$ 468,176	\$ (89,500)	\$ 378,676	\$ 4,150	1.11 %
Utilities	\$ 10,062	\$ 10,674	\$ 13,111	\$ 13,561	\$ —	\$ 13,561	\$ 450	3.43 %
Supplies	\$ 135,723	\$ 90,856	\$ 135,100	\$ 62,150	\$ —	\$ 62,150	\$ (72,950)	-54.00 %
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
<i>Expenses</i>	<i>\$ 326,499</i>	<i>\$ 341,037</i>	<i>\$ 522,737</i>	<i>\$ 543,887</i>	<i>\$ (89,500)</i>	<i>\$ 454,387</i>	<i>\$ (68,350)</i>	<i>-13.08 %</i>
Total 7100-7400 - General Fund	\$ 2,155,443	\$ 2,244,758	\$ 2,693,989	\$2,847,432	\$ (54,819)	\$ 2,792,613	\$ 98,624	3.66 %

7100-7400 Program Summary

Program: Land Use, Health and
Development Department
Town of Lexington, MA

Budget Summary - Revolving Funds

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Residential Engineering Review Revolving Fund	\$ —	\$ 57,600	\$ 57,600	\$ 57,600	\$ —	\$ 57,600	\$ —	— %
Health Programs Revolving Fund	\$ 22,654	\$ 21,342	\$ 45,000	\$ 45,000	\$ —	\$ 45,000	\$ —	— %
Lab Animal Permits Revolving Fund	\$ —	\$ —	\$ 40,000	\$ 40,000	\$ —	\$ 40,000	\$ —	— %
Liberty Ride Revolving Fund	\$ 125,800	\$ 790	\$ 104,000	\$ 104,000	\$ —	\$ 104,000	\$ —	— %
Visitor Center Revolving Fund	\$ 39,309	\$ 74,242	\$ 247,000	\$ 260,000	\$ —	\$ 260,000	\$ 13,000	5.26 %
Total 7100-7400 - Rev. Funds	\$ 187,763	\$ 153,974	\$ 493,600	\$ 506,600	\$ —	\$ 506,600	\$ 13,000	2.63 %

*Revolving Funds are authorized by Town Meeting via Article 9, and are not appropriated under Article 4.

Appropriation Summary (Revolving Funds)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
7110 - Residential Engineering Review								
Expenses	\$ —	\$ —	\$ 57,600	\$ 57,600	\$ —	\$ 57,600	\$ —	— %
7140 - Health Programs								
Expenses	\$ 45,719	\$ 27,352	\$ 45,000	\$ 45,000	\$ —	\$ 45,000	\$ —	— %
7140 - Lab Animal Permits								
Expenses	\$ —	\$ —	\$ 40,000	\$ 40,000	\$ —	\$ 40,000	\$ —	— %
7320 - Liberty Ride	\$ 139,510	\$ —	\$ 104,000	\$ 104,000	\$ —	\$ 104,000	\$ —	— %
Compensation	\$ 41,715	\$ —	\$ 14,000	\$ 14,000	\$ —	\$ 14,000	\$ —	— %
Expenses	\$ 97,795	\$ —	\$ 90,000	\$ 90,000	\$ —	\$ 90,000	\$ —	— %
7340 - Visitor Center	\$ 44,359	\$ 59,470	\$ 246,761	\$ 259,465	\$ —	\$ 259,465	\$ 12,704	5.15 %
Compensation	\$ 18,459	\$ 26,501	\$ 138,541	\$ 114,750	\$ —	\$ 114,750	\$ (23,791)	(17.17)%
Expenses	\$ 25,899	\$ 32,970	\$ 108,220	\$ 144,715	\$ —	\$ 144,715	\$ 36,495	33.72 %
Total 7100-7400 - Rev. Funds	\$ 229,588	\$ 86,822	\$ 493,361	\$ 506,065	\$ —	\$ 506,065	\$ 12,704	2.57 %

Budget Summary - All Funds

Appropriation Summary (All Funds)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 1,889,118	\$ 1,930,222	\$ 2,323,793	\$ 2,432,295	\$ 34,681	\$ 2,466,976	\$ 143,183	6.16 %
Expenses	\$ 495,913	\$ 401,359	\$ 765,957	\$ 823,602	\$ (89,500)	\$ 734,102	\$ (31,855)	-4.16 %
Total 7100-7400 - All Funds	\$ 2,385,031	\$ 2,331,581	\$ 3,089,750	\$ 3,255,897	\$ (54,819)	\$ 3,201,078	\$ 111,328	3.60 %

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7110 Building & Zoning

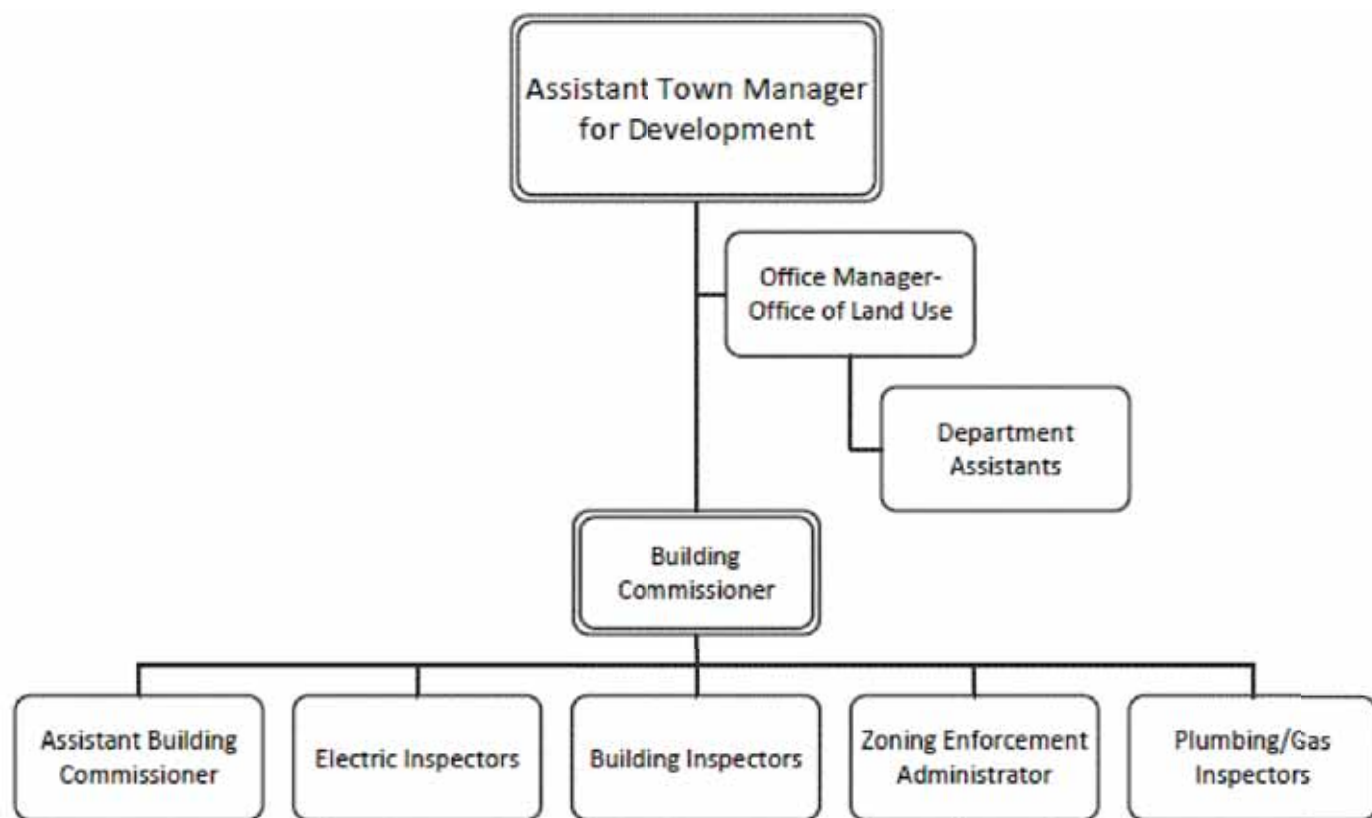
Mission: The Building and Zoning Department is a regulatory function with the goal of protecting the health and safety of residents. This role is fulfilled through the enforcement of building, zoning and land use regulations.

Budget Overview: The Building and Zoning Department enforces state building, electrical, plumbing, gas and mechanical codes, Architectural Access Board Regulations and local zoning bylaws. Staff, comprised of the Building Commissioner, Assistant Building Commissioner, Building Inspectors, Electrical Inspector, Plumbing & Gas Inspector and Zoning Enforcement Administrator, review construction drawings and specifications, issue permits, inspect new construction, conduct periodic inspections of restaurants, day care centers, schools, religious institutions, museums, places of public assembly and multi-family housing, and levy fines or prosecute when necessary to maintain code compliance.

Division Initiatives:

1. Continue the efforts to improve and administer the online permitting system, helping applicants obtain their permits. The ViewPoint Cloud permit system requires all building, zoning, electrical, plumbing and gas permits to be applied for electronically. This permitting system allows applicants to do much of their work from their office or home, thereby saving time and money from having to visit the Town offices.
2. Scan all the historical building, wiring, plumbing and gas permit records.
3. Permit, inspect, monitor and ensure code compliance for the first high-rise building constructed in Lexington at 440 Bedford Street. This building is 120 feet tall and will be a major construction project in a highly visible and congested area of town.
4. Add capacity to perform more inspections to the current work load of the Building Inspectors. This will be for the review, permitting, inspection and enforcement of the new Short-Term Rental zoning bylaw; the proposed fence/wall zoning bylaw; as well as the recently approved noise construction limits. This is supported by the addition of 52 days of funding for per diem inspectors.
5. Assist the planning office in amending the zoning bylaw to address heights and setbacks of walls and fences in residential districts.
6. Support the Town's efforts to Increase the building permit fees for commercial construction from \$12 per thousand to \$15 per thousand. If increased, the high-rise building at 440 Bedford street alone, would increase revenue about \$100,000.

7110 Building & Zoning



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Building Commissioner	1	1	1	1
Asst. Bldg. Commissioner	1	1	1	1
Building Inspectors	1	1	1	1
Plumbing and Gas Inspector	1	1	1	1
Zoning Enforcement Administrator	1	1	1	1
Electric Inspector	1	1	1	1
Part-time Electric Inspector*	0.24	0.24	0.24	0.24
Part-time Plumbing Inspector*	0.14	0.14	0.14	0.14
Part-time Building Inspector*	0.38	0.38	0.38	0.58
Total FTE	6.76	6.76	6.76	6.96
Total FT/PT	6FT/3PT	6FT/3PT	6FT/3PT	6FT/3PT

*The hours budgeted for part-time inspectors are filled by multiple individuals, as available. The FY2023 increase supports expanded responsibilities of the department, particularly for short-term rentals and expanded commercial developments.

7110 Building & Zoning

Budget Recommendations:

The FY2023 recommended All Funds Building and Zoning budget is \$702,273 a \$3,811 or 0.55% increase from the FY2022 budget.

The FY2023 recommended General Fund Building and Zoning budget is \$644,673 a \$3,811 or 0.59% increase from the FY2022 budget.

The recommended budget for Compensation is \$610,583 and reflects a \$18,311, or 3.09% increase, which is due to contractually obligated step increases. Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2022. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The recommended budget for Expenses is \$34,090 and reflects a decrease of \$(14,500) or (29.84)% from FY2022, due to removal of a scanning budget item that will be undertaken via other available funds.

Program Improvement Requests:

None requested.

7110 Building & Zoning

Town of Lexington, MA

Budget Summary:

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ (2,096,778)	\$ (2,616,550)	\$ (1,046,838)	\$ (1,428,527)	\$ (14,500)	\$ (1,443,027)	\$ (396,189)	37.85%
Directed Funding								
Departmental Fees	\$ 12,210	\$ 16,170	\$ 12,500	\$ 12,500	\$ —	\$ 12,500	\$ —	—%
Licenses and Permits	\$ 2,694,257	\$ 3,161,772	\$ 1,675,200	\$ 2,075,200	\$ —	\$ 2,075,200	\$ 400,000	23.88%
Total 7110 Building and Zoning	\$ 609,689	\$ 561,393	\$ 640,862	\$ 659,173	\$ (14,500)	\$ 644,673	\$ 3,811	0.59%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 582,335	\$ 537,920	\$ 592,272	\$ 610,583	\$ —	\$ 610,583	\$ 18,311	3.09%
Expenses	\$ 27,355	\$ 23,473	\$ 48,590	\$ 48,590	\$ (14,500)	\$ 34,090	\$ (14,500)	-29.84%
Total 7110 Building and Zoning	\$ 609,689	\$ 561,393	\$ 640,862	\$ 659,173	\$ (14,500)	\$ 644,673	\$ 3,811	0.59%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 577,238	\$ 532,287	\$ 585,933	\$ 604,161	\$ —	\$ 604,161	\$ 18,228	3.11%
Overtime	\$ 5,096	\$ 5,633	\$ 6,339	\$ 6,422	\$ —	\$ 6,422	\$ 83	1.31%
<i>Personal Services</i>	<i>\$ 582,335</i>	<i>\$ 537,920</i>	<i>\$ 592,272</i>	<i>\$ 610,583</i>	<i>\$ —</i>	<i>\$ 610,583</i>	<i>\$ 18,311</i>	<i>3.09%</i>
Contractual Services	\$ 5,444	\$ 15,329	\$ 36,640	\$ 36,640	\$ (14,500)	\$ 22,140	\$ (14,500)	-39.57%
Utilities	\$ 5,635	\$ 5,983	\$ 6,800	\$ 6,800	\$ —	\$ 6,800	\$ —	—%
Supplies	\$ 16,275	\$ 2,161	\$ 5,150	\$ 5,150	\$ —	\$ 5,150	\$ —	—%
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Expenses</i>	<i>\$ 27,355</i>	<i>\$ 23,473</i>	<i>\$ 48,590</i>	<i>\$ 48,590</i>	<i>\$ (14,500)</i>	<i>\$ 34,090</i>	<i>\$ (14,500)</i>	<i>-29.84%</i>
Total 7110 Building and Zoning	\$ 609,689	\$ 561,393	\$ 640,862	\$ 659,173	\$ (14,500)	\$ 644,673	\$ 3,811	0.59%

Budget Summary - Revolving Funds*

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Residential Engineering Review	\$ —	\$ 57,600	\$ 57,600	\$ 57,600		\$ 57,600	\$ —	—%
Total 7110 B&Z Rev. Funds	\$ —	\$ 57,600	\$ 57,600	\$ 57,600	\$ —	\$ 57,600	\$ —	—%

*Revolving Funds are authorized by Town Meeting via Article 9, and are not appropriated under Article 4.

Appropriation Summary (Revolving Funds)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
7110 - Residential Engineering Review Revolving Fund								
<i>Expenses</i>	<i>\$ —</i>	<i>\$ —</i>	<i>\$ 57,600</i>	<i>\$ 57,600</i>		<i>\$ 57,600</i>	<i>\$ —</i>	<i>—%</i>
Total 7110 B&Z Rev. Funds	\$ —	\$ —	\$ 57,600	\$ 57,600	\$ —	\$ 57,600	\$ —	—%

Budget Summary - All Funds

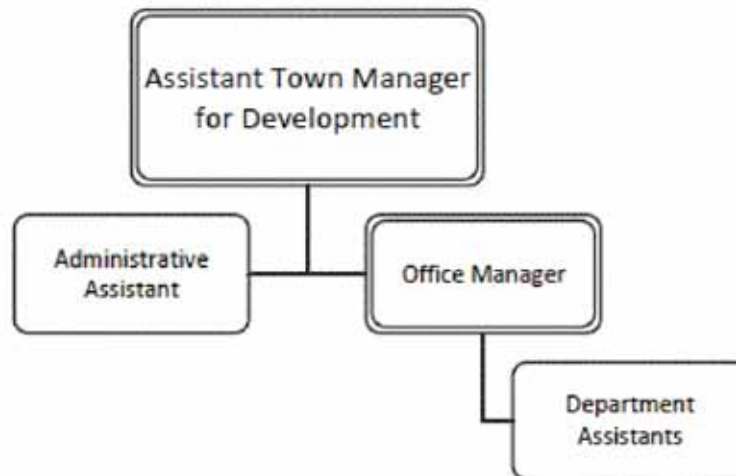
Appropriation Summary (All Funds)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 582,335	\$ 537,920	\$ 592,272	\$ 610,583	\$ —	\$ 610,583	\$ 18,311	3.09%
Expenses	\$ 27,355	\$ 23,473	\$ 106,190	\$ 106,190	\$ (14,500)	\$ 91,690	\$ (14,500)	-13.65%
Total 7110 B&Z - All Funds	\$ 609,689	\$ 561,393	\$ 698,462	\$ 716,773	\$ (14,500)	\$ 702,273	\$ 3,811	0.55%

Mission: To develop comprehensive regulatory and technical assistance services to town residents and commercial entities transacting development business with the Town.

Budget Overview: Administration provides management oversight and administrative support to the Building and Zoning, Health, Conservation, Planning and Economic Development Departments and to the numerous boards and commissions, including the Zoning Board of Appeals and Historic Districts Commission, and coordinates their daily operations. The staff, comprised of an Assistant Town Manager, an Office Manager, Administrative Assistant and four Department Assistants, schedules and coordinates hearings, prepares legal notices, sets agendas, processes applications and permits, inputs data into Access databases, maintains files, circulates petitions among Town boards and officials, prepares meeting notices, agendas and minutes, determines and notifies abutters, communicates with the public, attends meetings, performs payroll and accounts payable functions, makes daily deposits, and files all final documentation. The Assistant Town Manager for Development position oversees all operations of the six divisions within the Land Use, Health and Development Department.

Division Initiatives:

1. Direct the Department in support of the Select Board goals specifically focused on public health, land and real property, housing and economic development and planning, as assigned by the Town Manager.
2. Improve online information on Department initiatives and boards and committees supported by the Department.
3. Improve the availability of information about Department initiatives, permit processes, and opportunities for public engagement.



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Assistant Town Manager	1	1	1	1
Administrative Assistant	1	1	1	1
Office Manager	1	1	1	1
Department Assistants	4	4	4	4
Total FTE	7	7	7	7
Total FT/PT	7 FT	7 FT	7 FT	7 FT

Budget Recommendations:

The recommended FY2023 General Fund budget for the Office of Administration is \$569,150, an increase of \$15,650 or 2.83% from the FY2022 budget.

The General Fund operating budget for Compensation is \$514,050 and reflects an increase of \$10,850 or 2.16% for contractually obligated step increases. Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2022. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is \$55,100 and reflects a net increase of \$4,800 or 9.54%, which incorporates adjustments to reflect actual expenditures as \$5,000 for a program improvement to reprint ACROSS Lexington brochures.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
ACROSS Lexington Brochures	\$ 5,000	\$ —	\$ 5,000	\$ 5,000	\$ —	\$ 5,000	\$ —

Budget Summary:

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 418,496	\$ 423,275	\$ 539,800	\$ 542,750	\$ 5,000	\$ 547,750	\$ 7,950	1.47%
Directed Funding								
Departmental Fees	\$ 11,200	\$ 8,100	\$ 13,700	\$ 21,400	\$ —	\$ 21,400	\$ 7,700	56.20%
Total 7120 Administration	\$ 429,696	\$ 431,375	\$ 553,500	\$ 564,150	\$ 5,000	\$ 569,150	\$ 15,650	2.83%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 415,527	\$ 414,009	\$ 503,200	\$ 514,050	\$ —	\$ 514,050	\$ 10,850	2.16%
Expenses	\$ 14,169	\$ 17,366	\$ 50,300	\$ 50,100	\$ 5,000	\$ 55,100	\$ 4,800	9.54%
Total 7120 Administration	\$ 429,696	\$ 431,375	\$ 553,500	\$ 564,150	\$ 5,000	\$ 569,150	\$ 15,650	2.83%

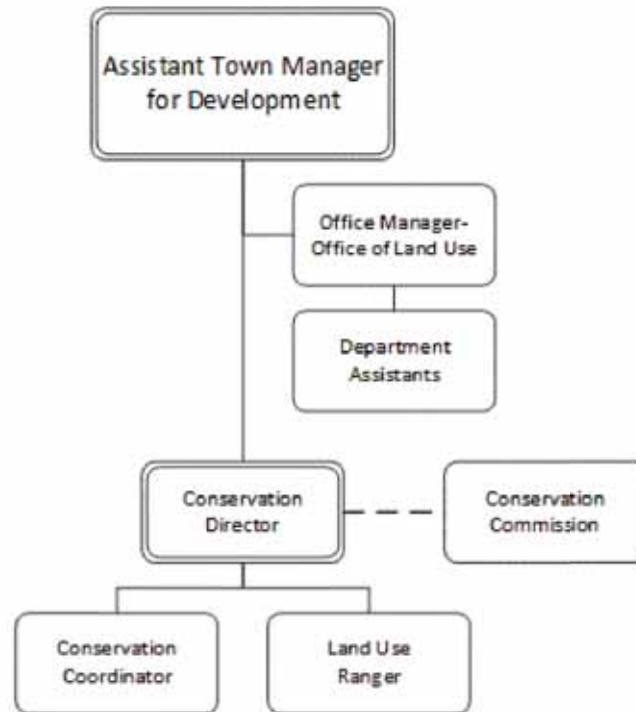
Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 410,923	\$ 406,987	\$ 490,539	\$ 501,225	\$ —	\$ 501,225	\$ 10,686	2.18%
Overtime	\$ 4,604	\$ 7,022	\$ 12,661	\$ 12,825	\$ —	\$ 12,825	\$ 164	1.30%
Personal Services	\$ 415,527	\$ 414,009	\$ 503,200	\$ 514,050	\$ —	\$ 514,050	\$ 10,850	2.16%
Contractual Services	\$ 8,746	\$ 11,165	\$ 43,200	\$ 41,700	\$ 5,000	\$ 46,700	\$ 3,500	8.10%
Utilities	\$ 614	\$ 940	\$ 600	\$ 900	\$ —	\$ 900	\$ 300	50.00%
Supplies	\$ 4,809	\$ 5,261	\$ 6,500	\$ 7,500	\$ —	\$ 7,500	\$ 1,000	15.38%
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Expenses	\$ 14,169	\$ 17,366	\$ 50,300	\$ 50,100	\$ 5,000	\$ 55,100	\$ 4,800	9.54%
Total 7120 Administration	\$ 429,696	\$ 431,375	\$ 553,500	\$ 564,150	\$ 5,000	\$ 569,150	\$ 15,650	2.83%

Mission: To protect the health and safety of Town residents through education about and regulation of and management of natural areas and wetlands.

Budget Overview: The Conservation Office provides administration, interpretation and enforcement of all applicable State laws and Local codes; counsel, guidance and education to the public on environmental issues; research and reports on relevant issues for the Conservation Commission meetings to aid the Commission in key decision making; enforcement of permit conditions through construction inspections; management of conservation areas and the Land and Watershed Stewardship Program. The Conservation Director manages and supervises the Conservation staff and operations and, along with the Conservation Stewardship Coordinator, performs administrative, supervisory, professional and technical work in connection with managing and directing comprehensive environmental programs.

Division Initiatives:

1. Continue efforts to provide for a comprehensive online records management program for conservation historical records via the Laserfiche Document Imaging Software.
2. Plan for and implement enhanced public outreach and programming to protect, preserve, and promote Lexington's natural resources.
3. Complete the Open Space and Recreation Plan Update (FY2022 CPA) and implement goals, objectives and priorities established in Year 1 of the Seven Year Action Plan.
4. Onboard a new community garden coordinator volunteer and provide a comprehensive orientation and training program.
5. Finalize and record Conservation Restrictions for all CPA conservation land acquisitions.
6. Plan for and acquire open space parcels as prioritized by the Conservation Commission.
7. Implement the numerous conservation land management and stewardship prioritized projects, including Daisy, Willard's Woods, and West Farm meadows preservation, Parker Meadow Universal Accessible Trail Construction (FY2021 and FY2022 Supplemental CPA), Wright Farm Conceptual Site Access Design and Parking (FY2021 CPA), and Willard's Woods Accessible Improvements Design and Engineering (FY2020 CPA).



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Conservation Director	1	1	1	1
Conservation Coordinator	1	1	1	1
Land Use Ranger	0.26	0.26	0.26	0.26
Seasonal Land Management Interns	Seasonal	Seasonal	Seasonal	Seasonal
Total FTE	2.26	2.26	2.26	2.26
Total FT/PT	2FT/1PT + Seasonals	2FT/1PT + Seasonals	2FT/1PT + Seasonals	2FT/1PT + Seasonals

Budget Recommendations:

The recommended FY2023 General Fund Conservation budget is \$253,882, a decrease of \$(1,145) or (0.45)% from the FY2022 budget.

This includes a \$3,855 or 1.75% increase in compensation to reflect contractually obligated step increases. Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2022. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

Expenses reflect a decrease of \$(5,000), or (14.19)%, due to removal of a scanning budget item that will be undertaken via other available funds.

Program Improvement Requests:

None requested.

7130 Conservation

Budget Summary:

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 211,274	\$ 184,635	\$ 252,027	\$ 255,882	\$ (5,000)	\$ 250,882	\$ (1,145)	-0.45 %
Directed Funding								
Fees	\$ 3,300	\$ 12,752	\$ 3,000	\$ 3,000	\$ —	\$ 3,000	\$ —	— %
Total 7130 Conservation	\$ 214,574	\$ 197,387	\$ 255,027	\$ 258,882	\$ (5,000)	\$ 253,882	\$ (1,145)	-0.45 %

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 192,861	\$ 171,404	\$ 219,780	\$ 223,635	\$ —	\$ 223,635	\$ 3,855	1.75 %
Expenses	\$ 21,713	\$ 25,983	\$ 35,247	\$ 35,247	\$ (5,000)	\$ 30,247	\$ (5,000)	(14.19)%
Total 7130 Conservation	\$ 214,574	\$ 197,387	\$ 255,027	\$ 258,882	\$ (5,000)	\$ 253,882	\$ (1,145)	(0.45)%

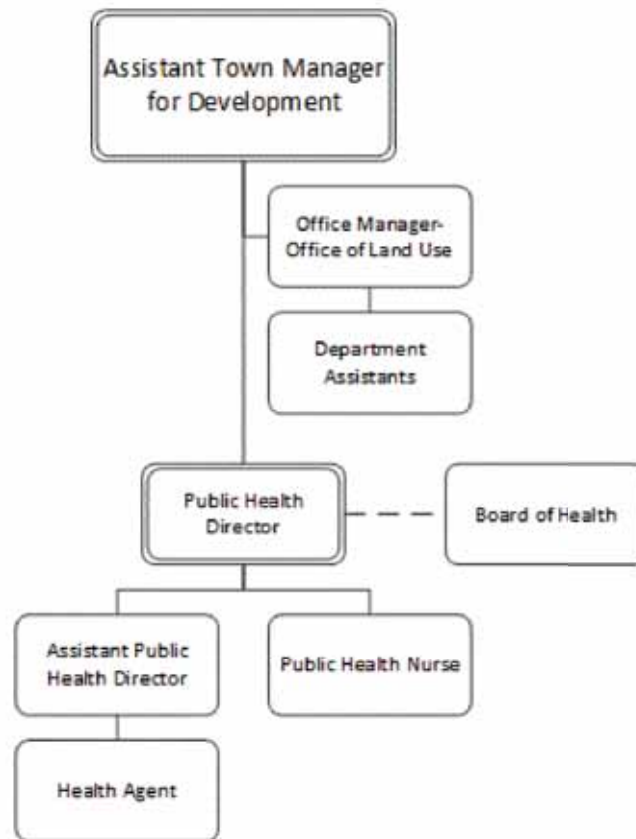
Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 191,510	\$ 169,673	\$ 216,701	\$ 220,516	\$ —	\$ 220,516	\$ 3,815	1.76 %
Overtime	\$ 1,351	\$ 1,731	\$ 3,079	\$ 3,119	\$ —	\$ 3,119	\$ 40	1.30 %
Personal Services	\$ 192,861	\$ 171,404	\$ 219,780	\$ 223,635	\$ —	\$ 223,635	\$ 3,855	1.75 %
Contractual Services	\$ 11,309	\$ 19,972	\$ 26,636	\$ 26,436	\$ (5,000)	\$ 21,436	\$ (5,200)	-19.52 %
Utilities	\$ 2,389	\$ 2,191	\$ 2,911	\$ 3,061	\$ —	\$ 3,061	\$ 150	5.15 %
Supplies	\$ 8,015	\$ 3,820	\$ 5,700	\$ 5,750	\$ —	\$ 5,750	\$ 50	0.88 %
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Expenses	\$ 21,713	\$ 25,983	\$ 35,247	\$ 35,247	\$ (5,000)	\$ 30,247	\$ (5,000)	-14.19 %
Total 7130 Conservation	\$ 214,574	\$ 197,387	\$ 255,027	\$ 258,882	\$ (5,000)	\$ 253,882	\$ (1,145)	-0.45 %

Mission: Under the direction of the Lexington Board of Health, the mission of the Lexington Health Department is to prevent disease and promote wellness in order to protect and improve the health and quality of life of its residents, visitors and workforce.

Budget Overview: The Health Department manages disease prevention and surveillance programs designed to protect the health of the community. Programs include but are not limited to public health education, infectious disease surveillance and case investigation activities, oversight and enforcement of all state and local community health and environmental health regulations, mosquito-borne disease prevention efforts, public vaccination clinics, and public health emergency planning and response efforts. The Health Department staff is comprised of the Health Director, an Assistant Health Director, a Health Agent, and a part-time Public Health Nurse.

Division Initiatives:

1. Continue to perform all required activities regarding Covid-19 and to offer services such as testing, tracing, education, data collection and analysis, and vaccine.
2. Review local Board of Health regulations, and update as necessary, to coincide with current State and Federal regulations, standards and best practices, including tobacco, body art and food. Research and finalize local regulations regarding the care and use of laboratory animals.
3. Continue to enhance customer service satisfaction and improve staff efficiency by updating Board of Health permit applications in ViewPoint Cloud, with particular focus on the following record types: retail food, temporary food, mobile food, food plan review, public swimming pool, rDNA, Animal Keeping and Recreational Camps for Children. Begin to implement field inspection capacity with a new software system.
4. Continue to respond to all inquiries, complaints, and concerns from the public and staff in a timely fashion. Perform routine inspections to ensure compliance with state and local regulations.
5. Continue to work with Region 4AB to improve regional collaboration for Preparedness and with Region 4A to strengthen the Medical Reserve Corps. (MRC) in volunteer recruitment, training, deployment and retention.
6. Continue to update and exercise shelter plans, develop shelter intake and medical triage forms, and develop a checklist for environmental health risk management in shelters.
7. Engage and convene community partners to broaden public health preparedness planning efforts to include people with disabilities and considerations for access and functional needs in the scope of EDS and shelter plans in accordance with Massachusetts Department of Public Health (MDPH) guidance.
8. Continue to serve as a local resource for public health education and outreach on the impacts of climate change on health. Collaborate with the Sustainability Director.
9. Continue to provide flu shots to the public utilizing the most reasonable and safe methods including drive through clinics and at various locations. Evaluate and implement ways to expand our vaccine program to include all recommended adult and pediatric vaccines.

**Authorized/Appropriated Staffing**

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Public Health Director	1	1	1	1
Public Asst. Health Director*	—	—	1	1
Public Health Agent*	1	2	1	1
Public Health Nurse**	0.6	0.6	0.6	1.0
Total FTE	2.6	3.6	3.6	4.0
Total FT/PT	2FT/1PT	2FT/1PT	3FT/1PT	4FT/0PT

*In FY2021, a second Health Agent was funded via a program improvement. During that year, one of the Health Agents was reclassified to Assistant Health Director.

**The full-time Public Health Nurse is shared between Lexington (.6) and Belmont (.4) per Nursing Services Agreement executed in FY2009. A program improvement in FY2023 seeks to reassign the position to Lexington on a full-time basis.

Budget Recommendations:

The recommended FY2023 All Funds Health budget inclusive of the General Fund operating budget and the Health Program Revolving Fund, which funds health clinics, is \$542,870. The recommended budget is a \$56,919 or 11.71% increase from the FY2022 budget.

The FY2023 recommended Health General Fund operating budget is \$457,870, which is a \$56,919 or 14.20% increase from the FY2022 General Fund budget.

The General Fund operating budget for Compensation is \$359,570 and reflects a \$48,169 or 15.47% increase, which funds the cost of contractually obligated step increases and salary increases.

The General Fund operating budget for Expenses is \$98,300 and reflects a \$8,750 or 9.77% increase, which reflects a \$1,500 decrease in staff mileage and travel expenses.

The FY2023 Health Programs Revolving Fund is recommended at \$45,000 which is level-funded from the FY2022 authorization. First authorized in FY2021, a revolving fund for Lab Animal Permits is recommended at \$40,000 to handle inspections for an increasing number of lab animals in the commercial and industrial properties in town.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Increase Public Health Nurse to Full-time	\$ 34,681	\$ 1,503	\$ 36,184	\$ 34,681	\$ 1,503	\$ 36,184	\$ —

Budget Summary - General Fund

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 235,895	\$ 249,721	\$ 378,451	\$ 393,189	\$ 34,681	\$ 427,870	\$ 49,419	13.06%
Directed Funding								
Permits	\$ 16,860	\$ 51,912	\$ 22,500	\$ 30,000		\$ 30,000	\$ 7,500	33.33%
Total 7140 Health	\$ 252,755	\$ 301,634	\$ 400,951	\$ 423,189	\$ 34,681	\$ 457,870	\$ 56,919	14.20%

Appropriation Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 207,852	\$ 267,494	\$ 311,401	\$ 324,889	\$ 34,681	\$ 359,570	\$ 48,169	15.47%
Expenses	\$ 44,903	\$ 34,140	\$ 89,550	\$ 98,300	\$ —	\$ 98,300	\$ 8,750	9.77%
Total 7140 Health	\$ 252,755	\$ 301,634	\$ 400,951	\$ 423,189	\$ 34,681	\$ 457,870	\$ 56,919	14.20%

Object Code Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 206,941	\$ 267,144	\$ 309,631	\$ 323,096	\$ 34,681	\$ 357,777	\$ 48,146	15.55%
Overtime	910	350	1,770	1,793	—	1,793	23	1.30%
<i>Personal Services</i>	<i>\$ 207,852</i>	<i>\$ 267,494</i>	<i>\$ 311,401</i>	<i>\$ 324,889</i>	<i>\$ 34,681</i>	<i>\$ 359,570</i>	<i>\$ 48,169</i>	<i>15.47%</i>
Contractual Services	\$ 43,273	\$ 32,526	\$ 80,500	\$ 89,250	\$ —	\$ 89,250	\$ 8,750	10.87%
Utilities	\$ 1,102	\$ 960	\$ 2,800	\$ 2,800	\$ —	\$ 2,800	\$ —	—%
Supplies	\$ 529	\$ 654	\$ 6,250	\$ 6,250	\$ —	\$ 6,250	\$ —	—%
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Expenses</i>	<i>\$ 44,903</i>	<i>\$ 34,140</i>	<i>\$ 89,550</i>	<i>\$ 98,300</i>	<i>\$ —</i>	<i>\$ 98,300</i>	<i>\$ 8,750</i>	<i>9.77%</i>
Total 7140 Health	\$ 252,755	\$ 301,634	\$ 400,951	\$ 423,189	\$ 34,681	\$ 457,870	\$ 56,919	14.20%

Budget Summary - Revolving Funds*

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Health Programs Revolving Fund	\$ 22,654	\$ 21,342	\$ 45,000	\$ 45,000		\$ 45,000	\$ —	—%
Lab Animal Permits Revolving Fund	\$ —	\$ —	\$ 40,000	\$ 40,000		\$ 40,000	\$ —	—%
Total 7140 Health	\$ 22,654	\$ 21,342	\$ 85,000	\$ 85,000	\$ —	\$ 85,000	\$ —	—%

*Revolving Funds are authorized by Town Meeting via Article 9, and are not appropriated under Article 4.

Appropriation Summary (Revolving Funds)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
7140 - Health Programs Revolving Fund								
<i>Expenses</i>	\$ 45,719	\$ 27,352	\$ 45,000	\$ 45,000	\$ —	\$ 45,000	\$ —	—%
7140 - Lab Animal Permits Revolving Fund								
<i>Expenses</i>	\$ —	\$ —	\$ 40,000	\$ 40,000		\$ 40,000	\$ —	—%
Total 7140 Health	\$ 45,719	\$ 27,352	\$ 85,000	\$ 85,000	\$ —	\$ 85,000	\$ —	—%

Budget Summary - All Funds

Appropriation Summary (All Funds)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 207,852	\$ 267,494	\$ 311,401	\$ 324,889	\$ 34,681	\$ 359,570	\$ 48,169	15.47%
Expenses	\$ 90,622	\$ 61,492	\$ 174,550	\$ 183,300	\$ —	\$ 183,300	\$ 8,750	5.01%
Total 7140 Health - All Funds	\$ 298,474	\$ 328,986	\$ 485,951	\$ 508,189	\$ 34,681	\$ 542,870	\$ 56,919	11.71%

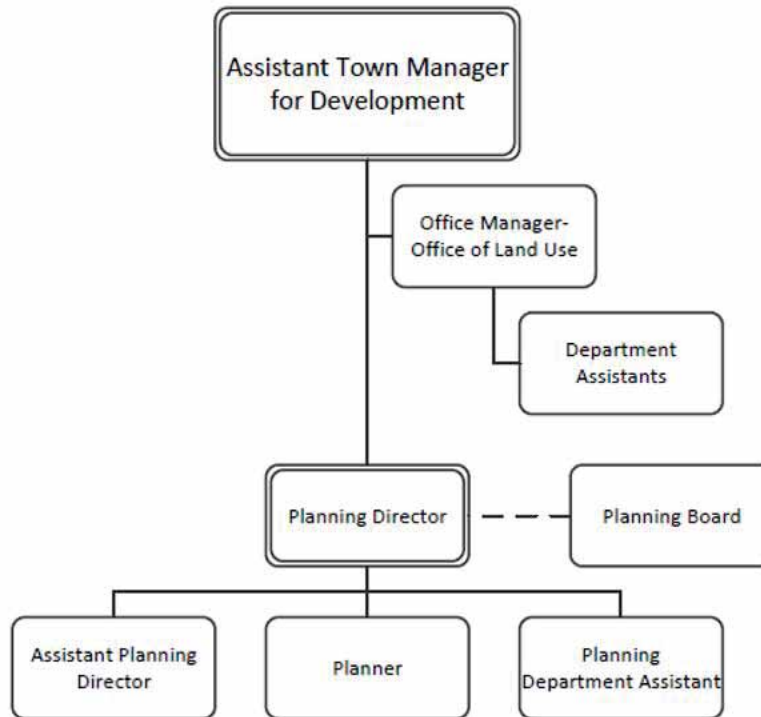
Mission: The Planning Office helps residents envision and work toward a community that serves the needs of all its citizens and to manage growth and change. The Planning Office provides staff assistance to the Planning Board, helps to administer the Zoning Bylaw and reviews development permit applications for residential and commercial projects.

Budget Overview: The Planning Office supports the Planning Board in the administration of the Subdivision Regulations, the adequacy determinations of unaccepted streets, the granting of special permits for residential development, site plan review and granting of special permits, as well as reviewing zoning amendments and planned development district proposals that go to Town Meeting. In addition, the staff engages in short- and long-term planning regarding growth and development issues in Lexington, actively participants in various committees dealing with transportation, affordable housing, economic development, as well as regional and statewide initiatives.

The planning staff participates on the Development Review Team, the Economic Development Advisory Committee, the Housing Partnership Board, the Transportation Safety Group, Parking Management Group, Transportation Forum, the HOME Consortium, and the Boston Metropolitan Planning Organization.

Division Initiatives:

1. Implement Lexington's updated Comprehensive Plan (LexingtonNext), which will guide future land development and preservation activities over the next 2, 5, 10-years, and beyond.
2. Assemble and support the Planning Board's Annual Work Plan to ensure alignment with LexingtonNext.
3. Establish an expedited, transparent, and engaging permitting process that is clear and consistent for all projects.
4. Collaborate with members of the Land Use, Health, and Development (LUHD) Department and other staff members to plan and execute short- and long-term planning initiatives.



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Planning Director	1	1	1	1
Assistant Planning Director	1	1	1	1
Planner	1	1	1	1
Administrative Assistant	1	1	1	1
Total FTE	4	4	4	4
Total FT/PT	4 FT	4 FT	4 FT	4 FT

Budget Recommendations:

The FY2023 recommended General Fund Planning Department budget is \$446,240, which is an increase of \$11,248 or 2.59% from the FY2022 budget.

The General Fund operating budget for Compensation is \$368,890 and reflects a \$11,248 or 3.15% increase from the FY2022 budget, due to contractually obligated step increases. Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2022. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The recommended budget for Expenses is \$77,350 and is level-funded from FY2022. A warrant article requests \$75,000 for implementation of LexingtonNEXT, the long-term plan which is due to be completed early in 2022.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Senior Planner	\$ 90,000	\$ 17,709	\$ 107,709	\$ —	\$ —	\$ —	\$ 107,709

Budget Summary

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 268,858	\$ 342,185	\$ 414,992	\$ 481,240	\$ (75,000)	\$ 406,240	\$ (8,752)	-2.11%
Directed Funding								
Fees	\$ 54,163	\$ 33,000	\$ 20,000	\$ 40,000	\$ —	\$ 40,000	\$ 20,000	100.00%
Total 7200 Planning	\$ 323,020	\$ 375,185	\$ 434,992	\$ 521,240	\$ (75,000)	\$ 446,240	\$ 11,248	2.59%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 291,624	\$ 339,806	\$ 357,642	\$ 368,890	\$ —	\$ 368,890	\$ 11,248	3.15%
Expenses	\$ 31,396	\$ 35,379	\$ 77,350	\$ 152,350	\$ (75,000)	\$ 77,350	\$ —	—%
Total 7200 Planning	\$ 323,020	\$ 375,185	\$ 434,992	\$ 521,240	\$ (75,000)	\$ 446,240	\$ 11,248	2.59%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 291,017	\$ 339,028	\$ 349,848	\$ 360,995	\$ —	\$ 360,995	\$ 11,147	3.19%
Overtime	\$ 608	\$ 778	\$ 7,794	\$ 7,895	\$ —	\$ 7,895	\$ 101	1.30%
<i>Personal Services</i>	<i>\$ 291,624</i>	<i>\$ 339,806</i>	<i>\$ 357,642</i>	<i>\$ 368,890</i>	<i>\$ —</i>	<i>\$ 368,890</i>	<i>\$ 11,248</i>	<i>3.15%</i>
Contractual Services	\$ 29,643	\$ 33,283	\$ 72,850	\$ 147,850	\$ (75,000)	\$ 72,850	\$ —	—%
Utilities	\$ 322	\$ 600	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Supplies	\$ 1,431	\$ 1,497	\$ 4,500	\$ 4,500	\$ —	\$ 4,500	\$ —	—%
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Expenses</i>	<i>\$ 31,396</i>	<i>\$ 35,379</i>	<i>\$ 77,350</i>	<i>\$ 152,350</i>	<i>\$ (75,000)</i>	<i>\$ 77,350</i>	<i>\$ —</i>	<i>—%</i>
Total 7200 Planning	\$ 323,020	\$ 375,185	\$ 434,992	\$ 521,240	\$ (75,000)	\$ 446,240	\$ 11,248	2.59%

7300 Economic Development

Town of Lexington, MA

Mission: The Economic Development Office works to encourage new investment and support for our local businesses - big and small. A strong local business environment is a critical component of a healthy and sustainable community, creating places to eat and shop, as well as opportunities for employment and added revenue to support local services. To that end, the Economic Development Office serves as a liaison for businesses and works to address business-related issues from parking to updating land use policy. The Office also works to retain and expand local businesses by providing information, conducting research, and leveraging State economic development resources. The Economic Development Office also cultivates and maintains relationships with State-level partners for business development, tourism, and infrastructure investment opportunities. The Economic Development Office works to leverage economic opportunities from tourism through the operations of the Visitors Center, the Liberty Ride Trolley Tour, and the Battle Green Guides program. Sharing our role in American history attracts many thousands of visitors to Lexington each year. These visitors help to support our local businesses which contributes to our community's overall economic sustainability.

Budget Overview: The Economic Development budget is divided into three elements: the Economic Development Office, the Liberty Ride Trolley Tour Program, and the Visitors Center Operations.

The Economic Development Office is tasked with strengthening the commercial tax base, providing services to existing and prospective businesses, and overseeing tourism functions and staff. The Economic Development Office works on initiatives with input from the Economic Development Advisory Committee, the Lexington Center Committee, and the Tourism Committee.

The Liberty Ride is a trolley tour of Lexington and Concord which also serves as the only transportation link to the area's historic sites. As a revolving fund, the Liberty Ride is self-funded through ticket sales. Due to the pandemic, the Liberty Ride did not operate during 2020, and operated a limited schedule in 2021. Since the current trolley contract expires in March 2022, operations will need to adapt to a new contract.

The Visitors Center serves as gateway for over 120,000 people who come to visit Lexington every year. As a revolving fund, the Visitors Center operates with revenue generated from gift shop retail sales to offset costs. The construction of the new Visitors Center was completed and opened to the public in Spring 2020. Unfortunately, operations in 2020 and 2021 were hampered due to the pandemic.

Division Initiatives: Economic Development Office

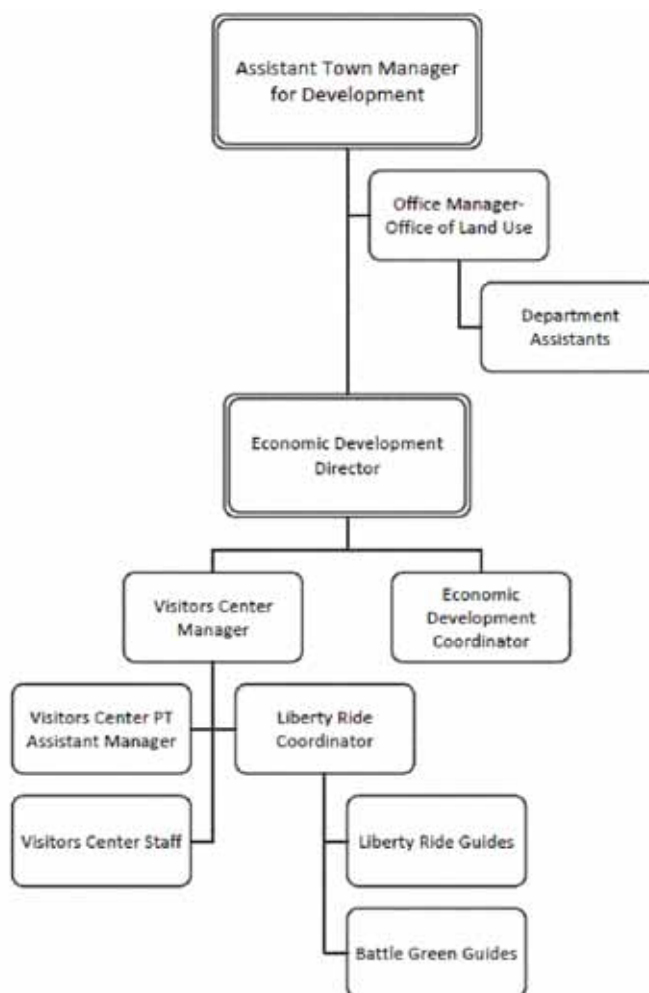
1. Ensure long-term viability of Lexington businesses in light of the COVID-19 Pandemic and changing retail environment.
2. Implement next steps from the Local Rapid Recovery Plan recommendation to improve East Lexington Business Corridor.
3. Launch a new Tourism Website.

Tourism/Visitor Activities

1. Expand programs & retail operations in the Visitors Center.
2. Develop additional materials for non-English speaking visitors and implement the Freedoms Way Grant.
3. Identify other funding opportunities to augment revenue for the tourism revolving funds.
4. Increase the use of social media and target online advertising to increase visits to Lexington.

7300 Economic Development

Town of Lexington, MA



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Economic Development Director	1	1	1	1
Economic Development Coordinator	1	1	1	1
Economic Development Intern	Seasonal	Seasonal	Seasonal	Seasonal
Visitor Center Manager	1	1	1	1
Visitor Center Staff (6PT)	4.75	4.75	4.75	4.75
Visitor Center Assistant Manager	0.56	0.56	0.56	0.56
Battle Green Guides	Seasonal	Seasonal	Seasonal	Seasonal
Tour Services Coordinator	0.70	—	—	—
Liberty Ride Guides	Seasonal	Seasonal	Seasonal	Seasonal
Total FTE	9.01	8.31	8.31	8.31
Total FT/PT	1FT/1PT + Seasonal	3FT/7PT + Seasonal	3FT/8PT + Seasonal	3FT/8PT + Seasonal

Note: Visitor Center staffing is included above as this function was transferred from Chamber of Commerce in FY2015. There are 7 Visitor Center staff (1 works full-time and 6 work part-time) and 30 seasonal workers from April to October

7300 Economic Development

Budget Recommendations:

The FY2023 recommended All Funds Economic Development budget, inclusive of the General Fund operating budget and the Liberty Ride and Visitors Center Revolving Funds, is \$784,263, which is a \$24,845 or 3.27% increase from the FY2022 budget.

The FY2023 recommended General Fund Economic Development operating budget is \$420,798, which is a \$12,141 or 2.97% increase from the FY2022 General Fund budget. The recommended General Fund operating budget for Compensation is \$261,498, and reflects a \$74,541 or 39.87% increase, which is a net change, and captures contractually obligated step increases, the transfer of the Visitors Center manager from the Visitors Center Revolving Fund to the General Fund, partially offset by transferring the Battle Green Guides to the Visitors Center Revolving Fund, and more fully offset by a reduction in expenses to support the Visitors Center. Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The recommended General Fund operating budget for Expenses is \$159,300, a decrease of \$(62,400) or (28.15)%. This is a net-change that reflects reducing ongoing support for the Visitors Center by \$74,000; offset by increasing Marketing (\$5,000) and Advertising (\$2,000) to support the town's promotional efforts for the 250th celebration.

Contractual costs include expenses associated with the REV Shuttle, a business-serving shuttle that runs between the Hartwell Avenue corridor and the Alewife Red Line Station, funded via a transfer from the Transportation Demand Management (TDM) Stabilization Fund.

The recommended FY2023 Liberty Ride Revolving Fund request is level-funded at \$104,000. COVID-19 travel restrictions affected the travel and tourism industry overall; the Liberty Ride tour was suspended in Summer 2020, and operated on a limited schedule in Summer 2021. Since the current trolley contract expires in March 2022, operations will need to adapt to a new contract. If new proposals will not be self-sustaining, staff may seek alternative transportation options, including potentially a bus.

The recommended FY2023 Visitor Center Revolving Fund request is \$259,465 which is essentially level-funded from FY2022. In an effort to provide greater stability for the operation going forward, the salary for the Visitors Center manager is being moved to the General Fund. A small amount of support remains in the General Fund budget (\$20,000) in the event that sales do not adequately fund the remaining operating expenses. Staff anticipate that this level of support will allow the Visitors Center to remain open year-round.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Visitors Center Assistant Manager (PT to FT)	\$ 57,538	\$ 17,239	\$ 74,777	\$ —	\$ —	\$ —	\$ 74,777

7300 Economic Development

Town of Lexington, MA

Budget Summary - General Fund

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 252,708	\$ 331,784	\$ 362,657	\$ 374,798	\$ —	\$ 374,798	\$ 12,141	3.35 %
TDM Stabilization Fund	\$ 46,000	\$ 46,000	\$ 46,000	\$ 46,000	\$ —	\$ 46,000	\$ —	— %
Center Impr. District Stab. Fund	\$ 27,000	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Total 7300 - General Fund	\$ 325,708	\$ 377,784	\$ 408,657	\$ 420,798	\$ —	\$ 420,798	\$ 12,141	2.97 %
Appropriation Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 138,745	\$ 173,089	\$ 186,957	\$ 261,498	\$ —	\$ 261,498	\$ 74,541	39.87 %
Expenses	\$ 186,964	\$ 204,696	\$ 221,700	\$ 159,300	\$ —	\$ 159,300	\$ (62,400)	-28.15 %
Total 7300 - General Fund	\$ 325,708	\$ 377,784	\$ 408,657	\$ 420,798	\$ —	\$ 420,798	\$ 12,141	2.97 %
Program Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
7310 Economic Development Office	\$ 325,708	\$ 377,784	\$ 408,657	\$ 420,798	\$ —	\$ 420,798	\$ 12,141	2.97 %
Total 7300 - General Fund	\$ 325,708	\$ 377,784	\$ 408,657	\$ 420,798	\$ —	\$ 420,798	\$ 12,141	2.97 %
Object Code Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 138,492	\$ 171,955	\$ 184,035	\$ 258,538	\$ —	\$ 258,538	\$ 74,503	40.48 %
Overtime	\$ 252	\$ 1,134	\$ 2,922	\$ 2,960	\$ —	\$ 2,960	\$ 38	1.30 %
<i>Personal Services</i>	<i>\$ 138,745</i>	<i>\$ 173,089</i>	<i>\$ 186,957</i>	<i>\$ 261,498</i>	<i>\$ —</i>	<i>\$ 261,498</i>	<i>\$ 74,541</i>	<i>39.87 %</i>
Contractual Services	\$ 82,299	\$ 127,231	\$ 114,700	\$ 126,300	\$ —	\$ 126,300	\$ 11,600	10.11 %
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Supplies	\$ 104,665	\$ 77,464	\$ 107,000	\$ 33,000	\$ —	\$ 33,000	\$ (74,000)	-69.16 %
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
<i>Expenses</i>	<i>\$ 186,964</i>	<i>\$ 204,696</i>	<i>\$ 221,700</i>	<i>\$ 159,300</i>	<i>\$ —</i>	<i>\$ 159,300</i>	<i>\$ (62,400)</i>	<i>-28.15 %</i>
Total 7300 - General Fund	\$ 325,708	\$ 377,784	\$ 408,657	\$ 420,798	\$ —	\$ 420,798	\$ 12,141	2.97 %

Budget Summary - Revolving Funds*

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Liberty Ride Rev. Fund	\$ 125,800	\$ 790	\$ 104,000	\$ 104,000	\$ —	\$ 104,000	\$ —	— %
Visitors Center Rev. Fund	\$ 39,309	\$ 74,242	\$ 247,000	\$ 260,000	\$ —	\$ 260,000	\$ 13,000	5.26 %
Total 7300 - Revolving Funds	\$ 165,109	\$ 75,032	\$ 351,000	\$ 364,000	\$ —	\$ 364,000	\$ 13,000	3.70 %

*Revolving Funds are authorized by Town Meeting via Article 9, and are not appropriated under Article 4.

Appropriation Summary (Revolving Funds)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
7320 Liberty Ride Rev. Fund	\$139,510	\$ —	\$ 104,000	\$104,000	\$ —	\$ 104,000	\$ —	— %
Compensation	\$ 41,715	\$ —	\$ 14,000	\$ 14,000	\$ —	\$ 14,000	\$ —	— %
Expenses	\$ 97,795	\$ —	\$ 90,000	\$ 90,000	\$ —	\$ 90,000	\$ —	— %
7340 Visitors Center Rev. Fund	\$ 44,359	\$ 59,470	\$ 246,761	\$259,465	\$ —	\$ 259,465	\$12,704	5.15 %
Compensation	\$ 18,459	\$ 26,501	\$ 138,541	\$ 114,750	\$ —	\$ 114,750	\$ (23,791)	-17.17 %
Expenses	\$ 25,899	\$ 32,970	\$ 108,220	\$ 144,715	\$ —	\$ 144,715	\$ 36,495	33.72 %
Total 7300 - Revolving Funds	\$ 183,869	\$ 59,470	\$ 350,761	\$ 363,465	\$ —	\$ 363,465	\$ 12,704	3.62 %

Budget Summary - All Funds

Appropriations Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 198,919	\$ 199,589	\$ 339,498	\$ 390,248	\$ —	\$ 390,248	\$ 50,750	14.95 %
Expenses	\$ 310,658	\$ 237,665	\$ 419,920	\$ 394,015	\$ —	\$ 394,015	\$ (25,905)	-6.17 %
Total 7300 - All Funds	\$ 509,577	\$ 437,254	\$ 759,418	\$ 784,263	\$ —	\$ 784,263	\$ 24,845	3.27 %

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Section X: Program 8000: General Government

This section includes detailed information about the FY2023 Operating Budget & Financing Plan for General Government. It includes:

- | | |
|--------------------------------|------|
| • 8100 Select Board | X-2 |
| • 8200 Town Manager | X-6 |
| • 8300 Town Committees | X-10 |
| • 8400 Finance | X-12 |
| • 8500 Town Clerk | X-16 |
| • 8600 Innovation & Technology | X-20 |

Mission: The Select Board, together with the Town Manager, represents the executive branch of the Town government. The Board consists of five members, elected for three-year terms. Select Board members serve without compensation. The Board acts as the Town's primary policy-making body for a wide variety of issues affecting service delivery, finance and Town infrastructure. They provide oversight in matters of litigation, act as the licensing authority, enact rules and regulations regarding traffic control and are responsible for calling Town Meetings and approving the Town Meeting Warrant.

Budget Overview: This budget includes funding for the Select Board's Office, Town Counsel, the Annual Town Report, and the Public, Education, Governmental (PEG) programming budget.

Day-to-day operation of the Select Board's Office is under the direction of the Office Manager/Executive Clerk and the Department Assistant who assist the Select Board members and coordinate activities with the Town Manager's Office. The staff prepare the Annual and Special Town Meeting Warrants and assist the Select Board members in responding to questions and inquiries from the public. They also receive all contributions to Select Board gift accounts, the Fund for Lexington, the PTA Council Scholarship, the Lexington Education Fund and all other Trustees of Public Trusts funds.

Staff manage the licensing and permitting process for the Board (the licensing authority). These licenses include alcoholic beverage, auctioneer, cable television, common victualler, entertainment, flammable storage, innkeeper, lodging house, theater, Class I, II and III for the sale of used cars, vehicles for hire such as common carrier, limousine and taxi cab and automatic amusement machines.

Staff maintain approximately 320 Select Board appointments to more than 50 committees. In addition, the Select Board's Office notifies Lexington residents of all national, state and local elections.

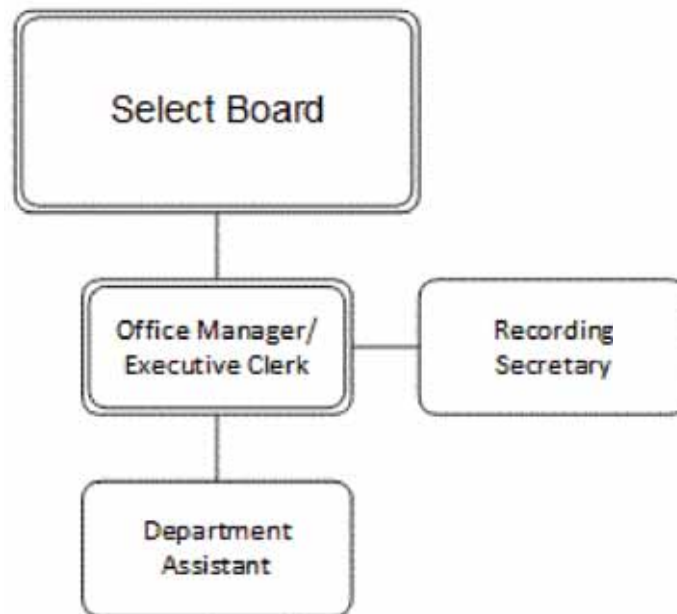
Town Counsel represents the Town, through the Select Board and Town Manager, on all legal matters including litigation, contracts, drafting of Town bylaws and enforcement of bylaws through the Court system.

The Town Report is the official proceeding and activities of Town Government. It is required to be prepared annually under State law.

The PEG budget funds activities related to the Town's cable television programming. Under Massachusetts law, municipalities may receive up to 5% of the basic cable bill for PEG programming activities. These funds are largely used, under the guidance of the Communications Advisory Committee, to fund the LexMedia contract.

Departmental Initiatives:

1. Develop enhanced recruitment and onboarding processes for Select Board appointments to Boards and Committees.
2. Improve methods of Communication between the Select Board and residents.
3. Continue to work with the IT Department to automate the remaining Permitting and Licensing workflows for Select Board Permits.



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Office Manager/Executive Clerk	1	1	1	1
Department Assistant	1	1	1	1
Recording Secretary	0.22	0.25	0.25	0.25
Total FTE	2.22	2.25	2.25	2.25
Total FT/PT	2 FT/1 PT	2 FT/1 PT	2 FT/1 PT	2 FT/1 PT

Budget Recommendations:

The FY2023 recommended General Fund operating budget for the Select Board is \$1,298,802, which is a \$38,994 or 3.10% increase from the FY2022 General Fund budget.

The Compensation budget is \$145,163, which is a \$9,381 or 6.91% increase, which reflects step increases. Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The overall Expenses operating budget is \$1,153,639, which is an increase of \$29,613 or 2.63%, which is primarily due to a program improvement for \$20,000 to fund the goal-setting process for the Select Board. In addition, there are increases in the annual audit (\$2,000) and PEG Access (\$7,613) budgets.

The recommended FY2023 budget for legal expenses is level-funded from FY2022 at \$395,000. The recommended FY2023 budget for the annual Town Report is unchanged from FY2022 at \$13,688.

The FY2023 recommended budget for the Town's annual contract with LexMedia for broadcasting public meetings and events is \$610,113 which is a \$7,613 or 1.26% increase from FY2022, and reflects contractual commitments to LexMedia. This budget item is fully funded from the PEG Access Special Revenue Fund.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Goal Setting	\$ —	\$ 20,000	\$ 20,000	\$ 20,000	\$ —	\$ 20,000	\$ —

8100 Select Board

Program: General Government
Town of Lexington, MA

Budget Summary

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 376,874	\$ 542,450	\$ 588,144	\$ 589,018	\$ 20,000	\$ 609,018	\$ 20,874	3.55%
Transfers from Enterprise Funds to General Fund (Indirects)	\$ 1,118	\$ 1,071	\$ 664	\$ 1,171	\$ —	\$ 1,171	\$ 507	76.36%
PEG Access Special Revenue Fund			\$ 602,500	\$ 610,113	\$ —	\$ 610,113	\$ 7,613	1.26%
Fees								
Licenses & Permits	\$ 76,258	\$ 74,525	\$ 68,500	\$ 78,500		\$ 78,500	\$ 10,000	14.60%
Total 8100 (General Fund)	\$1,068,726	\$1,213,197	\$ 1,259,808	\$1,278,802	\$ 20,000	\$1,298,802	\$ 38,994	3.10%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 118,280	\$ 128,668	\$ 135,782	\$ 145,163	\$ —	\$ 145,163	\$ 9,381	6.91%
Expenses	\$ 950,446	\$1,084,528	\$ 1,124,026	\$1,133,639	\$ 20,000	\$1,153,639	\$ 29,613	2.63%
Total 8100 (General Fund)	\$1,068,726	\$1,213,197	\$ 1,259,808	\$1,278,802	\$ 20,000	\$1,298,802	\$ 38,994	3.10%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 8110 Select Board's Office	\$ 204,629	\$ 205,805	\$ 248,620	\$ 260,001	\$ 20,000	\$ 280,001	\$ 31,381	12.62%
Total 8120 Legal	\$ 241,617	\$ 399,245	\$ 395,000	\$ 395,000	\$ —	\$ 395,000	\$ —	—%
Total 8130 Town Report	\$ 11,004	\$ 10,445	\$ 13,688	\$ 13,688	\$ —	\$ 13,688	\$ —	—%
Total 8140 PEG Access	\$ 611,477	\$ 597,702	\$ 602,500	\$ 610,113	\$ —	\$ 610,113	\$ 7,613	1.26%
Total 8100 (General Fund)	\$1,068,726	\$1,213,197	\$ 1,259,808	\$1,278,802	\$ 20,000	\$1,298,802	\$ 38,994	3.10%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 118,280	\$ 128,668	\$ 135,782	\$ 145,163	\$ —	\$ 145,163	\$ 9,381	6.91%
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Personal Services</i>	<i>\$ 118,280</i>	<i>\$ 128,668</i>	<i>\$ 135,782</i>	<i>\$ 145,163</i>	<i>\$ —</i>	<i>\$ 145,163</i>	<i>\$ 9,381</i>	<i>6.91%</i>
Contractual Services	\$ 930,639	\$1,069,616	\$ 1,103,513	\$1,113,126	\$ 20,000	\$1,133,126	\$ 29,613	2.68%
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Supplies	\$ 19,807	\$ 14,913	\$ 20,513	\$ 20,513	\$ —	\$ 20,513	\$ —	—%
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Expenses</i>	<i>\$ 950,446</i>	<i>\$1,084,528</i>	<i>\$ 1,124,026</i>	<i>\$1,133,639</i>	<i>\$ 20,000</i>	<i>\$1,153,639</i>	<i>\$ 29,613</i>	<i>2.63%</i>
Total 8100 (General Fund)	\$1,068,726	\$1,213,197	\$ 1,259,808	\$1,278,802	\$ 20,000	\$1,298,802	\$ 38,994	3.10%

Mission: The Select Board appoints the Town Manager who oversees the daily operations of all general government departments, implements the policies of the Select Board, proposes an annual operating and capital budget, and enforces Town bylaws and regulations. The Town Manager's authority and responsibilities are established in the Select Board-Town Manager Act of 1968. The Town Manager's Office is also responsible for Human Resources and benefit administration, as well as risk management.

Budget Overview: The Town Manager's Office budget is comprised of the following elements: Organizational Direction and Administration, Human Resources, Sustainability, Public Outreach and Communication, and Diversity, Equity and Inclusion. Organizational Direction and Administration includes day-to-day oversight for all Town departments, townwide staff training and professional development, and special projects. This function also implements all decisions of the Select Board and provides staff support to various Town committees. The Sustainability and Resilience Officer, Public Information Officer and Chief Equity Officer positions are in the Town Manager's Office to support and further the goals and priorities of the Town. In addition, the Town Manager's Office, through the Human Resources function, is responsible for personnel administration, benefits administration, collective bargaining negotiations, workers compensation and unemployment benefits.

Departmental Initiatives:

1. Continue to support the Racial Diversity, Inclusion, and Equity Transformation plan and other social equity initiatives in coordination with the Select Board.
2. Work to support the organization's high-performance culture by providing directed team building to the Middle and Senior Management Team.
3. Develop new revenue sources to support the budget, particularly the capital budget, by developing long-term debt management strategies to mitigate the impact of large project debt service.
4. Continue the initiative to develop organizational sustainability by passing on institutional knowledge, engaging mid-level managers in organization decision-making and selecting and training qualified individuals.
5. Finalize new fiscal policies, specifically the development of a sustainable funding model for the Capital Stabilization Fund and updating strategies for funding the Town's OPEB Liability. The next policy review will evaluate the funding model for the Recreation Enterprise Fund.



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Town Manager	1	1	1	1
Deputy Town Manager	1	1	1	1
Public Information Officer	1	1	1	1
Sustainability and Resilience Officer	1	1	1	1
Chief Equity Officer*	—	—	1	1
Office Manager/Special Events Coordinator	1	1	1	1
Management Fellow/Analyst**	1	1	2	2
Hearing Officers***	0.12	0.12	0.12	0.12
Human Resources Director	1	1	1	1
Human Resources Associate	1	1	1	1
Benefits Coordinator	1	1	1	1
Municipal Assistant****	—	0.54	0.54	0.54
Total FTE	9.12	9.66	11.66	11.66
Total FT/PT	9FT / 2PT	9FT / 3PT	11FT / 3PT	11FT / 3PT

*A Chief Equity Officer was added in FY2022 via a program improvement in response to community organizing around racial justice and equity.

**A second Management Analyst role was added via 2021 Fall STM, in part to help manage the American Recovery Plan Act (ARPA) projects. A portion of their salary is funded from ARPA.

***Two hearing officers hear appeals for parking fines; one municipal hearing officer hears appeals for fines issued by the Fire Department (regional position, shared with Winchester and Woburn)

****A part-time Municipal Assistant was added via a program improvement in FY2021 to support benefits processing for Human Resources.

Budget Recommendations:

The FY2023 recommended budget inclusive of the Town Manager's Office and Human Resources is \$1,245,753, which is a \$30,039 or 2.47% increase from the revised FY2022 budget. Fall 2021 Special Town Meeting approved an increase in compensation to hire a Management analyst to assist with ARPA project management.

The recommended FY2023 budget for Compensation is \$956,568, and reflects a \$23,889 or 2.56% increase, which captures step increases. Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The recommended FY2023 budget for Expenses is \$289,185, which reflects an increase of \$6,150 or 2.17% from FY2022, which is a net increase to support the growth in department personnel.

The department's budget includes a Salary Adjustment Account, which reflects anticipated FY2023 collective bargaining settlements, other wage increases, and compensated leave payments due certain employees at retirement. Once contractual settlements are reached, funds are transferred from this account to the appropriate departmental budget upon a vote of the Select Board. Nine contracts expire at the end of FY2022 or earlier, including those with the Lexington Police Supervisors and Patrol Officers, Dispatchers, Firefighters, Town Custodians, Crossing Guards, Municipal Managers and Municipal Clerks.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Full-time HR Administrative Assistant (PT to FT)	\$ 26,609	\$ 16,790	\$ 43,399	\$ —	\$ —	\$ —	\$ 43,399

8200 Town Manager

Program: General Government
Town of Lexington, MA

Budget Summary

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 393,690	\$ 487,168	\$ 784,136	\$ 847,175	\$ —	\$ 847,175	\$ 63,039	8.04%
Enterprise Funds (Indirect)	\$ 51,406	\$ 42,193	\$ 36,728	\$ 36,728	\$ —	\$ 36,728	\$ —	—%
Available Funds								
Rentals*	\$ 431,498	\$ 473,201	\$ 394,850	\$ 361,850	\$ —	\$ 361,850	\$ (33,000)	-8.36%
Total 8200 Town Manager	\$ 876,594	\$ 1,002,562	\$ 1,215,714	\$ 1,245,753	\$ —	\$ 1,245,753	\$ 30,039	2.47%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 714,544	\$ 826,080	\$ 932,679	\$ 956,568	\$ —	\$ 956,568	\$ 23,889	2.56%
Expenses	\$ 162,050	\$ 176,481	\$ 283,035	\$ 289,185	\$ —	\$ 289,185	\$ 6,150	2.17%
Total 8200 Town Manager	\$ 876,594	\$ 1,002,562	\$ 1,215,714	\$ 1,245,753	\$ —	\$ 1,245,753	\$ 30,039	2.47%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 8210 Organizational Dir. & Admin.	\$ 624,321	\$ 753,077	\$ 904,789	\$ 929,103	\$ —	\$ 929,103	\$ 24,314	2.69%
Total 8220 Human Resources	\$ 252,274	\$ 249,485	\$ 310,925	\$ 316,650	\$ —	\$ 316,650	\$ 5,725	1.84%
Total 8200 Town Manager	\$ 876,594	\$ 1,002,562	\$ 1,215,714	\$ 1,245,753	\$ —	\$ 1,245,753	\$ 30,039	2.47%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 714,544	\$ 826,080	\$ 932,679	\$ 956,568	\$ —	\$ 956,568	\$ 23,889	2.56%
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Personal Services</i>	<i>\$ 714,544</i>	<i>\$ 826,080</i>	<i>\$ 932,679</i>	<i>\$ 956,568</i>	<i>\$ —</i>	<i>\$ 956,568</i>	<i>\$ 23,889</i>	<i>2.56%</i>
Contractual Services	\$ 143,342	\$ 155,818	\$ 244,550	\$ 250,050	\$ —	\$ 250,050	\$ 5,500	2.25%
Utilities	\$ 168	\$ 1,107	\$ —	\$ 1,400	\$ —	\$ 1,400	\$ 1,400	—%
Supplies	\$ 15,981	\$ 16,217	\$ 31,985	\$ 31,235	\$ —	\$ 31,235	\$ (750)	-2.34%
Small Capital	\$ 2,559	\$ 3,339	\$ 6,500	\$ 6,500	\$ —	\$ 6,500	\$ —	—%
<i>Expenses</i>	<i>\$ 162,050</i>	<i>\$ 176,481</i>	<i>\$ 283,035</i>	<i>\$ 289,185</i>	<i>\$ —</i>	<i>\$ 289,185</i>	<i>\$ 6,150</i>	<i>2.17%</i>
Total 8200 Town Manager	\$ 876,594	\$ 1,002,562	\$ 1,215,714	\$ 1,245,753	\$ —	\$ 1,245,753	\$ 30,039	2.47%

*Rentals are comprised of rental receipts from the Waldorf School, Bertucci's Italian Restaurant, LexFarm and Peet's Coffee & Tea sidewalk rentals, cell tower lease revenue and the sublease of Kline Hall to LexMedia.

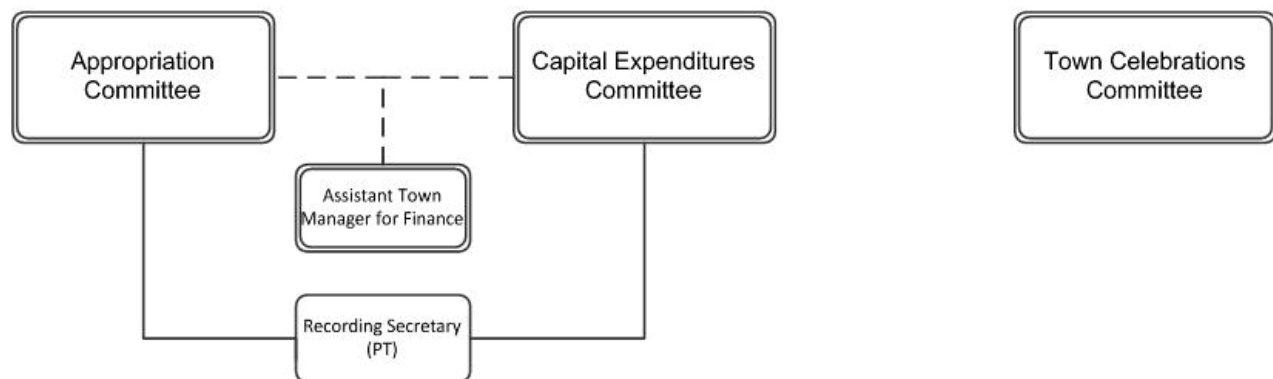
Budget Summary - Salary Adjustment (8230)

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 477,222	\$ 408,732	\$ 313,529	\$ 826,422		\$ 826,422	\$ 512,893	163.59%
Total 8230 Salary Adjustment	\$ 477,222	\$ 408,732	\$ 313,529	\$ 826,422	\$ —	\$ 826,422	\$ 512,893	163.59%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 8230 Salary Adjustment	\$ 477,222	\$ 408,732	\$ 313,529	\$ 826,422		\$ 826,422	\$ 512,893	163.59%
Total 8230 Salary Adjustment	\$ 477,222	\$ 408,732	\$ 313,529	\$ 826,422	\$ —	\$ 826,422	\$ 512,893	163.59%

Mission: Town Committees includes the Appropriation Committee, Capital Expenditures Committee, Public Celebrations Committee and various boards and committees appointed by the Select Board, Moderator and the Town Manager.

Budget Overview: The Town Committees budget provides funding for a variety of statutory and advisory committees that are an integral part of the operation of local government in Lexington. The financial committees - the Appropriation Committee and the Capital Expenditures Committee - provide detailed financial review and analysis to Town Meeting. The Town Celebrations Committee, appointed by the Select Board, plans the Town's annual celebrations, including the Martin Luther King Day celebration, and parades on Veterans' Day, Patriots' Day, and Memorial Day.



Authorized/Appropriated Staffing

Limited staff support is provided through the Town Manager's Office and Finance Department, and a part-time Recording Secretary takes meeting minutes.

8300 Town Committees

Program: General Government
Town of Lexington, MA

Budget Recommendations:

The FY2023 recommended Town Committees budget is \$70,160, which is an increase of \$4,927 or 7.55% from FY2022.

Compensation will increase by \$135 or 2%, which reflects a cost of living adjustment. Expenses are funded at \$63,263, which is an increase of \$4,792 or 8.20%. This reflects a \$925 or 2.5% increase in supplies for the Town Celebrations Committee for increasing costs for Patriots' Day, and an additional \$4,000 (\$5,000 total) for the Dance Around the World event that was postponed in FY2020, FY2021, and FY2022 due to the pandemic.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Lexington Human Rights Committee Budget	\$ 6,000	\$ —	\$ 6,000	\$ —	\$ —	\$ —	\$ 6,000
Lexington Council for the Arts Expanded Programming	\$ 4,000	\$ —	\$ 4,000	\$ —	\$ —	\$ —	\$ 4,000

Budget Summary

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 10,102	\$ 24,890	\$ 65,233	\$ 70,160	\$ —	\$ 70,160	\$ 4,927	7.55 %
Total 8300 Town Committees	\$ 10,102	\$ 24,890	\$ 65,233	\$ 70,160	\$ —	\$ 70,160	\$ 4,927	7.55 %

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 3,954	\$ 5,805	\$ 6,762	\$ 6,897	\$ —	\$ 6,897	\$ 135	2.00 %
Expenses	\$ 6,148	\$ 19,085	\$ 58,471	\$ 63,263	\$ —	\$ 63,263	\$ 4,792	8.20 %
Total 8300 Town Committees	\$ 10,102	\$ 24,890	\$ 65,233	\$ 70,160	\$ —	\$ 70,160	\$ 4,927	7.55 %

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 8310 Financial Committees	\$ 4,299	\$ 6,329	\$ 8,262	\$ 8,397	\$ —	\$ 8,397	135	1.63 %
Total 8320 Misc. Boards & Committees	\$ 103	\$ 6,005	\$ 10,500	\$ 10,500	\$ —	\$ 10,500	\$ —	— %
Total 8330 Town Celebrations	\$ 5,700	\$ 12,557	\$ 46,471	\$ 51,263	\$ —	\$ 51,263	\$ 4,792	10.31 %
Total 8300 Town Committees	\$ 10,102	\$ 24,890	\$ 65,233	\$ 70,160	\$ —	\$ 70,160	\$ 4,927	7.55 %

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 3,954	\$ 5,805	\$ 6,762	\$ 6,897	\$ —	\$ 6,897	\$ 135	2.00 %
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Compensation	\$ 3,954	\$ 5,805	\$ 6,762	\$ 6,897	\$ —	\$ 6,897	\$ 135	2.00 %
Contractual Services	\$ 38	\$ 6,183	\$ 10,000	\$ 10,000	\$ —	\$ 10,000	\$ —	— %
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Supplies	\$ 6,110	\$ 12,902	\$ 48,471	\$ 53,263	\$ —	\$ 53,263	\$ 4,792	9.89 %
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Expenses	\$ 6,148	\$ 19,085	\$ 58,471	\$ 63,263	\$ —	\$ 63,263	\$ 4,792	8.20 %
Total 8300 Town Committees	\$ 10,102	\$ 24,890	\$ 65,233	\$ 70,160	\$ —	\$ 70,160	\$ 4,927	7.55 %

Mission: The Finance Department is responsible for: (1) maintaining timely and accurate records on all financial activities of the Town; (2) administering internal financial controls; (3) facilitating the evaluation of the Town's financial condition; (4) ensuring that the delivery of Town services is done in compliance with Massachusetts General Laws that govern municipal finance; (5) providing timely and accurate financial information to managers of Town services to facilitate the evaluation of the cost effectiveness and efficiency of Town programs; (6) providing timely and accurate financial information to Town boards and committees to facilitate policy deliberation and formulation; and (7) safeguarding the financial assets of the Town.

Budget Overview: The Finance Department is comprised of the following divisions: the Comptroller's Office, the Treasurer/Collector's Office and the Assessing Office.

- The Comptroller's Office is responsible for maintaining the Town's general ledger (accounting), accounts payable, payroll and centralized purchasing. The Comptroller's budget is also inclusive of funding for the Assistant Town Manager for Finance, who oversees all financial operations of the Town, and the Budget Officer who in concert with the Assistant Town Manager for Finance and the Town Manager, develops and monitors the annual capital and operating budgets.
- The Treasurer/Collector's Office has three primary responsibilities: the collection and deposit of all Town taxes, fees and charges including property taxes, motor vehicle excise, utility billing and other local receipts (permit and license fees, fines, etc.); the management and investment of all revenues collected; and the issuance and servicing of debt.
- The Assessor's Office's primary function is the development of assessed values of real and personal property.

Staff also support various boards and committees including the Appropriation Committee, Capital Expenditures Committee, Retirement Board, Water and Sewer Abatement Board and other ad-hoc committees as assigned.

Departmental Initiatives:

Comptroller:

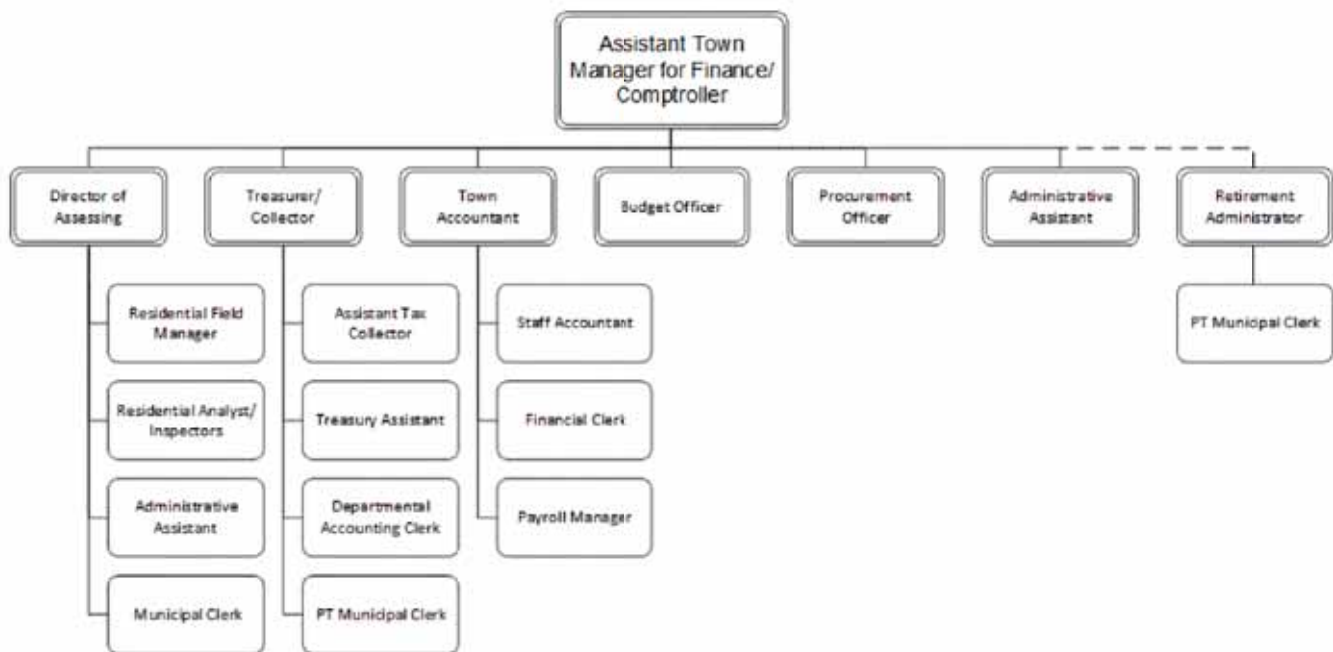
1. The Employee Self Service (ESS) module went live in FY2021 and employees now have view access to their own information in the online portal. The Comptroller's office continues to work on implementing Tyler Content Manager (TCM) in conjunction with the IT department. This module is an integrated document management and archiving system that will further expand functionality for ESS and move the department closer to paperless processing.
2. Over the last year the Federal Government has appropriated billions of dollars for pandemic relief through FEMA, the CARES Act, and the American Rescue Plan Act (ARPA). The Town of Lexington has been allocated millions of dollars through these programs and the Comptroller's office has taken on tracking, accounting, documentation and reporting of these funds. This initiative will continue for several more years and we will continue to maximize the amount of funding available to Lexington.
3. Partner with the Treasurer/Collector to implement electronic Accounts Payable as requested by vendors to decrease the overall number of printed and mailed checks.

Treasurer/Collector:

1. Implement an online portal for accepting gifts and donations for the Town's trust and gift accounts. Staff believes our existing payment vendor UniPay can be used for this purpose and will be working to design and implement this online payment option in the coming year.
2. Explore online access to individual property tax accounts.
3. The Water and Sewer department recently implemented the tracking of miscellaneous receivables (backflow billing) in Munis. The Finance department expects to add supplemental tax billing, PILOTS and TDM payments to this process in the coming year.

Assessor:

1. Enhance productivity through adoption of new technology to support data collection and input activity, including income and expense data.
2. Archive and electronically store all historical property record cards currently residing in the Assessor's Office.
3. Develop procedures for addressing and resolving commercial abatements without litigation.



Authorized/Appropriated Staffing

Element 8410: Comptroller	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Asst. Town Manager for Finance/Comptroller	1	1	1	1
Town Accountant	1	1	1	1
Staff Accountant	1	1	1	1
Procurement Officer	0.91	0.91	0.91	0.91
Financial Clerk	1	1	1	1
Payroll Manager*	—	—	1	1
Budget Officer	1	1	1	1
Administrative Assistant	0.40	0.40	0.40	0.40
Subtotal FTE	6.31	6.31	7.31	7.31
Subtotal FT/PT	5FT/2PT	5FT/2PT	6FT/2PT	6FT/2PT
Element 8420: Treasurer/Collector				
Treasurer/Collector	1	1	1	1
Assistant Tax Collector	1	1	1	1
Treasury Assistant	1	1	1	1
Account Clerk	1	1	1	1
Municipal Clerk	0.46	0.46	0.46	0.46
Subtotal FTE	4.46	4.46	4.46	4.46
Subtotal FT/PT	4FT/1PT	4FT/1PT	4FT/1PT	4FT/1PT
Element 8430: Assessor				
Director of Assessing	1	1	1	1
Residential Field Manager	1	1	1	1
Residential Analyst/Inspector	2	2	2	2
Office Manager	1	1	1	1
Municipal Clerk	1	1	1	1
Subtotal FTE	6.0	6.0	6.0	6.0
Subtotal FT/PT	6FT/0PT	6FT/0PT	6FT/0PT	6FT/0PT
Total FTE	16.77	16.77	17.77	17.77
Total FT/PT	15FT/3 PT	15FT/3 PT	16FT/3 PT	16FT/3 PT

*In FY2022, a payroll manager was added via a program improvement.

Budget Recommendations:

The FY2023 recommended Finance Department budget is \$2,048,151, which represents a \$43,543, or 2.17% increase from the FY2022 budget.

The operating budget for Compensation is \$1,549,316, and reflects an increase of \$38,343 or 2.54%, which captures contractually obligated step increases. Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2022. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The recommended budget for Expenses is \$498,835, and reflects an increase of \$5,200 or 1.05%, which reflects a small number of inflationary increases.

Program Improvement Request:

None requested.

Budget Summary

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 1,500,102	\$ 1,555,492	\$ 1,822,694	\$ 1,837,725	\$ —	\$ 1,837,725	\$ 15,031	0.82%
Enterprise Funds (Indirects)	\$ 163,526	\$ 166,750	\$ 149,914	\$ 178,426	\$ —	\$ 178,426	\$ 28,512	19.02%
Fees & Charges								
Charges for Services	\$ 34,229	\$ 42,645	\$ 32,000	\$ 32,000	\$ —	\$ 32,000	\$ —	—%
Total 8400 Finance	\$ 1,697,857	\$ 1,764,887	\$ 2,004,608	\$ 2,048,151	\$ —	\$ 2,048,151	\$ 43,543	2.17%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 1,328,134	\$ 1,393,047	\$ 1,510,973	\$ 1,549,316	\$ —	\$ 1,549,316	\$ 38,343	2.54%
Expenses	\$ 369,723	\$ 371,841	\$ 493,635	\$ 498,835	\$ —	\$ 498,835	\$ 5,200	1.05%
Total 8400 Finance	\$ 1,697,857	\$ 1,764,887	\$ 2,004,608	\$ 2,048,151	\$ —	\$ 2,048,151	\$ 43,543	2.17%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 8410 Comptroller	\$ 632,386	\$ 630,442	\$ 767,639	\$ 797,386	\$ —	\$ 797,386	\$ 29,747	3.88%
Total 8420 Treasurer/Collector	\$ 413,231	\$ 433,903	\$ 459,243	\$ 465,201	\$ —	\$ 465,201	\$ 5,958	1.30%
Total 8430 Assessing	\$ 652,240	\$ 700,543	\$ 777,726	\$ 785,564	\$ —	\$ 785,564	\$ 7,838	1.01%
Total 8400 Finance	\$ 1,697,857	\$ 1,764,887	\$ 2,004,608	\$ 2,048,151	\$ —	\$ 2,048,151	\$ 43,543	2.17%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,325,306	\$ 1,393,252	\$ 1,510,973	\$ 1,549,316	\$ —	\$ 1,549,316	\$ 38,343	2.54%
Overtime	\$ 2,827	\$ (205)	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Personal Services</i>	<i>\$ 1,328,134</i>	<i>\$ 1,393,047</i>	<i>\$ 1,510,973</i>	<i>\$ 1,549,316</i>	<i>\$ —</i>	<i>\$ 1,549,316</i>	<i>\$ 38,343</i>	<i>2.54%</i>
Contractual Services	\$ 344,683	\$ 349,997	\$ 449,345	\$ 453,745	\$ —	\$ 453,745	\$ 4,400	0.98%
Utilities	\$ (4,641)	\$ (1,980)	\$ 1,950	\$ 2,750	\$ —	\$ 2,750	\$ 800	41.03%
Supplies	\$ 29,681	\$ 23,823	\$ 42,340	\$ 42,340	\$ —	\$ 42,340	\$ —	—%
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	—%
<i>Expenses</i>	<i>\$ 369,723</i>	<i>\$ 371,841</i>	<i>\$ 493,635</i>	<i>\$ 498,835</i>	<i>\$ —</i>	<i>\$ 498,835</i>	<i>\$ 5,200</i>	<i>1.05%</i>
Total 8400 Finance	\$ 1,697,857	\$ 1,764,887	\$ 2,004,608	\$ 2,048,151	\$ —	\$ 2,048,151	\$ 43,543	2.17%

Mission: The Office of the Town Clerk is the primary repository of official documents for the Town, and the custodian of and recording office for official Town and vital records. Responsibilities include issuing marriage licenses, recording vital statistics, issuing dog licenses, registering businesses, fulfilling public records requests, and conducting the annual Town Census. The Town Clerk's Office conducts elections in conformance with State and local laws and, with the Board of Registrars, processes voter registrations and certifications. The Town Clerk reports to the Deputy Town Manager.

Budget Overview: The four elements comprising the Office of the Town Clerk include Town Clerk Administration, Registration, Elections, and Archives & Records Management.

Town Clerk Administration: The Town Clerk acts as the Town's recording officer, registrar of vital statistics, and chief election official. The Town Clerk is the official record-keeper of Town Meeting, certifies bylaws, Town Meeting appropriations, filings with the Department of Revenue, signs notes for borrowing, and certifies official documents. The Town Clerk also registers all vital events within Lexington, recording births, marriages and deaths in accordance with State law. The Town Clerk is keeper of the seal, administers the oath of office to elected and appointed members of boards and committees, maintains records of adopted municipal codes, regulations, bylaws, oaths of office, resignations, appointments, and submits general bylaws and zoning bylaws to the Attorney General for approval. The Town Clerk's Office issues licenses and permits and serves as a central information point for residents.

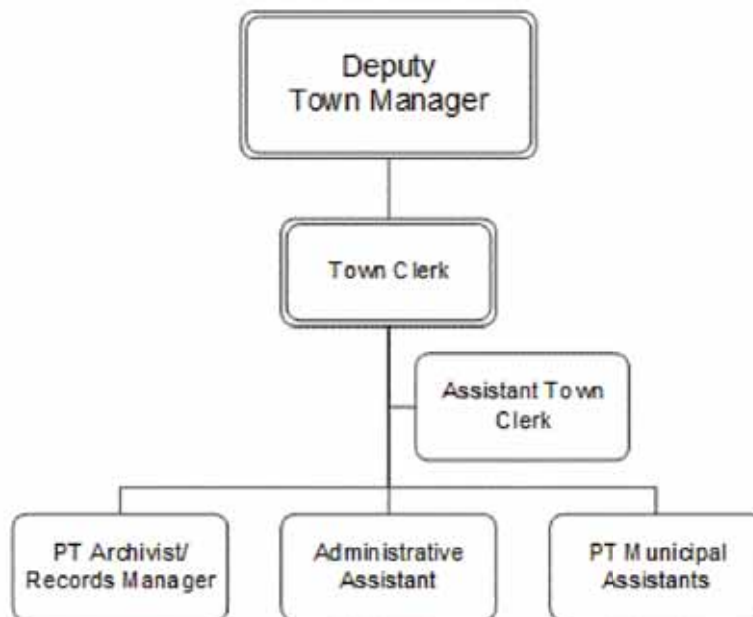
Board of Registrars: Registrars, appointed by the Select Board, are responsible for promoting voter registration, overseeing voter records and ruling on voter eligibility. Stipends for the Board of Registrars remain level-funded. Annual voter confirmations are conducted in accordance with State statute. The Annual Town Census and the publishing of the List of Residents is funded in this element.

Elections: This element includes administration of local, state and federal elections in accordance with election laws, most recently including Early Voting for State biennial Elections and the Presidential Primary, pre-registration of 16 and 17 year-olds, and automatic voter registration. Staff provide information on candidate certifications, referenda, initiative petitions, campaign finance laws, election procedures, ballot initiatives and voter information. Over 110 Election Workers staff Lexington's polling locations, and site preparations are coordinated with Public Works, Public Facilities, Police and Lexington Public Schools.

Records Management: This element addresses inventory and retention of historic and current records and documents, including proper maintenance and storage, preservation, management of electronic documents, and public access to public records and information. A part-time Archivist/Records Manager is responsible for this work and oversees the conservation and preservation of Lexington's historic documents.

Departmental Initiatives:

1. Ongoing administration of town/state/federal elections in conformance with statutory requirements to provide legal and accessible elections to Lexington voters. Emphasis on goal of utilizing municipal buildings for polling locations rather than schools.
2. Continued development of Archives & Records Management Program, including the management of the Town's electronic documents;
3. Continued use of Laserfiche Document Imaging System for records retention, electronic access, and archives/records portal, as well as for office use.
4. Continued use of Commonwealth of Massachusetts Electronic Vital Records Systems for births, deaths and burial permits.



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Town Clerk	1	1	1	1
Assistant Town Clerk	1	1	1	1
Administrative Assistant	1	1	1	1
Municipal Assistant	1.23	1.23	1.23	1.23
Archivist/Records Manager	0.46	0.46	0.46	0.46
Total FTE	4.69	4.69	4.69	4.69
Total FT/PT	3 FT/ 3 PT	3 FT/ 3 PT	3 FT/ 3 PT	3 FT/ 3 PT

Budget Recommendations:

The FY2023 recommended Town Clerk budget is \$627,297 which is a \$124,866 or 24.85% increase from the FY2022 budget. In FY2022, only one local election was budgeted, whereas in FY2023 there will also be a state primary in September 2022 and a state general election in November 2022.

The budget for Compensation is \$470,247 and reflects a \$66,066 or 16.35% increase, which is primarily driven by a larger number of elections in FY2023. The increase in FY2023 compensation is inclusive of contractually obligated step increases and an increased need for poll workers. Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2022. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The budget for Expenses is \$157,050, which is an increase of \$58,800 or 59.85%, and reflects a higher number of anticipated elections in FY2023, as well as a program improvement for \$30,500 to purchase electronic poll pads for each precinct in Lexington, increasing efficiency and reducing the need for paper reports.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Municipal Clerk Position - additional hours	\$ 10,351	\$ 16,554	\$ 26,905	\$ —	\$ —	\$ —	\$ 26,905
Archivist/Records Manager - Additional Hours	\$ 20,606	\$ 16,703	\$ 37,309	\$ —	\$ —	\$ —	\$ 37,309
Election Modernization - Poll Pads	\$ 30,500	\$ —	\$ 30,500	\$ 30,500	\$ —	\$ 30,500	\$ —

8500 Town Clerk

Program: General Government
Town of Lexington, MA

Budget Summary

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 406,463	\$ 438,936	\$ 426,531	\$ 515,897	\$ 30,500	\$ 546,397	\$ 119,866	28.10%
Directed Funding								
Departmental Fees	\$ 36,361	\$ 36,943	\$ 35,900	\$ 35,900	\$ —	\$ 35,900	\$ —	—%
Licenses and Permits	\$ 42,255	\$ 46,366	\$ 40,000	\$ 45,000	\$ —	\$ 45,000	\$ 5,000	12.50%
Total 8500 Town Clerk	\$ 485,079	\$ 522,245	\$ 502,431	\$ 596,797	\$ 30,500	\$ 627,297	\$ 124,866	24.85%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 391,457	\$ 427,766	\$ 404,181	\$ 470,247	\$ —	\$ 470,247	\$ 66,066	16.35%
Expenses	\$ 93,622	\$ 94,479	\$ 98,250	\$ 126,550	\$ 30,500	\$ 157,050	\$ 58,800	59.85%
Total 8500 Town Clerk	\$ 485,079	\$ 522,245	\$ 502,431	\$ 596,797	\$ 30,500	\$ 627,297	\$ 124,866	24.85%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Total 8510 Town Clerk Admin.	\$ 332,542	\$ 338,717	\$ 351,389	\$ 347,595	\$ —	\$ 347,595	\$ (3,794)	-1.08%
Total 8520 Board of Registrars	\$ 20,128	\$ 16,906	\$ 18,525	\$ 19,825	\$ —	\$ 19,825	\$ 1,300	7.02%
Total 8530 Elections	\$ 92,889	\$ 121,755	\$ 79,800	\$ 174,375	\$ 30,500	\$ 204,875	\$ 125,075	156.74%
Total 8540 Records Management	\$ 39,519	\$ 44,867	\$ 52,717	\$ 55,002	\$ —	\$ 55,002	\$ 2,285	4.33%
Total 8500 Town Clerk	\$ 485,079	\$ 522,245	\$ 502,431	\$ 596,797	\$ 30,500	\$ 627,297	\$ 124,866	24.85%

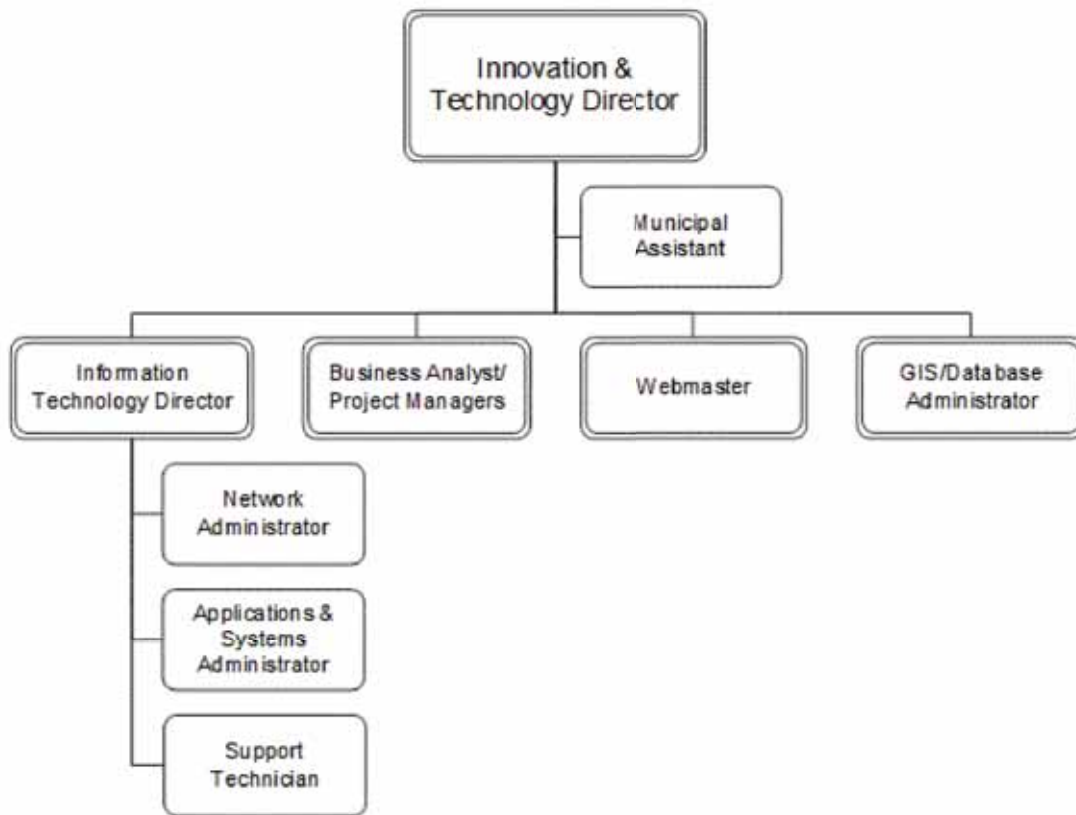
Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 373,302	\$ 406,539	\$ 395,881	\$ 457,622	\$ —	\$ 457,622	\$ 61,741	15.60%
Overtime	\$ 18,155	\$ 21,226	\$ 8,300	\$ 12,625	\$ —	\$ 12,625	\$ 4,325	52.11%
Personal Services	\$ 391,457	\$ 427,766	\$ 404,181	\$ 470,247	\$ —	\$ 470,247	\$ 66,066	16.35%
Contractual Services	\$ 77,589	\$ 89,770	\$ 86,150	\$ 113,600	\$ —	\$ 113,600	\$ 27,450	31.86%
Utilities	\$ 3,050	\$ 2,400	\$ 2,000	\$ 2,000	\$ —	\$ 2,000	\$ —	—%
Supplies	\$ 12,982	\$ 2,309	\$ 10,000	\$ 10,850	\$ —	\$ 10,850	\$ 850	8.50%
Small Capital	\$ —	\$ —	\$ 100	\$ 100	\$ 30,500	\$ 30,600	\$ 30,500	30,500.00%
Expenses	\$ 93,622	\$ 94,479	\$ 98,250	\$ 126,550	\$ 30,500	\$ 157,050	\$ 58,800	59.85%
Total 8500 Town Clerk	\$ 485,079	\$ 522,245	\$ 502,431	\$ 596,797	\$ 30,500	\$ 627,297	\$ 124,866	24.85%

Mission: The Innovation & Technology (IT) Department's mission is to provide high-quality, cost-effective technology and services to Town administration and staff so that they can best serve the citizens of the Town of Lexington; and, to provide effective web services to employees and residents to facilitate both the dissemination and collection of information by town government.

Budget Overview: The IT department supports, maintains and manages Townwide business-related technology (e.g. technology that serves both the School and Municipal staff or environments). IT maintains the technology serving all Municipal departments. The department supports townwide core services including the financial system (MUNIS), time keeping (NovaTime), document management (Laserfiche), facilities maintenance and management technology, emergency management websites and services, and VoIP telephone systems. IT maintains the infrastructure and security of the network core and co-manages the townwide area network for municipal and school departments. The department manages municipal technology purchases and performs the installations and maintenance of Town information technology equipment and services. IT staff also provide support and training for end-users.

Departmental Initiatives:

1. Maximize the value of current systems
 - a. Laserfiche
 - b. ViewPoint Cloud
 - c. MUNIS
 - d. VISION
 - e. BlueBeam
 - f. ProPhoenix
 - g. SeamlessDocs
2. Continue to invest in the Town's IT infrastructure and security posture
 - a. Implement recommendations from the network assessment
 - b. Implement recommendations from the cybersecurity assessment
 - c. Investigate additional cybersecurity/security measures and services
3. Increase Customer Service Quality
 - a. Emphasis on a customer-centric approach to working with the departments and staff
4. Focus on future visioning for IT
 - a. Mobile work initiatives
 - b. Hosting and replatforming of core systems
 - c. Unified communication
 - d. Disaster Recovery (DR) planning and expansion of capabilities
 - e. Network redundancy planning and implementation



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Innovation & Technology Director*	1	1	1	1
Information Technology Director	1	1	1	1
Municipal Assistant**	0.43	0.43	0.43	0.54
Business Analyst/Project Manager	2	2	2	2
Network Administrator	1	1	1	1
GIS/Database Administrator	1	1	1	1
Support Technician	1	1	1	1
Applications & Systems Administrator	1	1	1	1
Webmaster***	2	2	1	1
Part-time Intern	0.25	0.25	0.25	0.25
Total FTE	10.68	10.68	9.68	9.79

Total FT/PT 10 FT/2 PT 10 FT/2 PT 9 FT/2 PT 9 FT/2 PT

*In FY2021, the Information Technology Department was renamed the Department of Innovation & Technology, which resulted in a title change for the department head.

**In FY2023, a program improvement requests an increase in hours for the Municipal Assistant from 15 to 19 per week.

***In FY2022, a webmaster was reassigned to Cary Library at Fall 2021 Special Town Meeting.

Budget Recommendations:

The FY2023 recommended Innovation & Technology budget is \$2,727,727, which is a \$(61,565) or (2.21)% decrease from the FY2022 budget.

The recommended budget for Compensation is \$867,192, and reflects a \$(27,600) or (3.08)% decrease, which is a net change that reflects contractually obligated step increases and a program improvement to increase the hours for an administrative assistant, offset by the transfer of a webmaster to Cary Library. Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2022. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The recommended budget for Expenses is \$1,860,535 and reflects a \$(33,965) or (1.79)% decrease, which incorporates the following adjustments:

- An increase in Communications and Network Support (\$75,000) to cover costs associated with the replacement of the Network Core, including a \$5,000 program improvement to maintain a redundant network anticipated to be installed in FY2023 using either capital or ARPA funding;
- A decrease in Contract Services (\$62,000) due to fewer projects requiring contracted services during FY2023;
- A decrease in PC Hardware (\$30,000) due to the large deployment of laptops during the pandemic and FY2022 budgeting;
- An increase in overall Software Maintenance (\$29,035) to reflect annual increases in software maintenance in applications like MUNIS and ProPhoenix as well as new software installations, offset by a reduction in the number of licenses for many other applications, especially under IT Software Support.
- A decrease in LAN Hardware (\$17,000) due to reduced server replacement needs.
- An increase in LAN Peripherals (\$12,000) for replacing the network switches at the Community Center.
- A decrease in various items (\$35,000) relating to office supplies, mobile phones and professional development to reflect actual expenses.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Administrative Assistant (PT to FT)	\$ 34,197	\$ 16,900	\$ 51,097	\$ 6,838	\$ 99	\$ 6,937	\$ 44,160
Applications Administrator	\$ 66,895	\$ 17,374	\$ 84,269	\$ —	\$ —	\$ —	\$ 84,269
Fiber Maintenance and Repair	\$ 5,000	\$ —	\$ 5,000	\$ 5,000	\$ —	\$ 5,000	\$ —

8600 Innovation & Technology

Program: General Government
Town of Lexington, MA

Budget Summary

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Manager's Add/Del	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 1,792,874	\$ 2,109,853	\$ 2,700,253	\$ 2,532,434	\$ 71,838	\$ 2,604,272	\$ (95,981)	-3.55%
Enterprise Funds (Indirects)	\$ 142,966	\$ 119,524	\$ 89,039	\$ 123,455	\$ —	\$ 123,455	\$ 34,416	38.65%
Total 8600 Innovation & Tech.	\$ 1,935,840	\$ 2,229,377	\$ 2,789,292	\$ 2,655,889	\$ 71,838	\$ 2,727,727	\$ (61,565)	-2.21%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	\$ 860,292	\$ 836,010	\$ 894,792	\$ 860,354	\$ 6,838	\$ 867,192	\$ (27,600)	-3.08%
Expenses	\$ 1,075,548	\$ 1,393,367	\$ 1,894,500	\$ 1,795,535	\$ 65,000	\$ 1,860,535	\$ (33,965)	-1.79%
Total 8600 Innovation & Tech.	\$ 1,935,840	\$ 2,229,377	\$ 2,789,292	\$ 2,655,889	\$ 71,838	\$ 2,727,727	\$ (61,565)	-2.21%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
8610 IT Administration	\$ 1,935,840	\$ 2,229,377	\$ 2,789,292	\$ 2,655,889	\$ 71,838	\$ 2,727,727	\$ (61,565)	-2.21%
Total 8600 Innovation & Tech.	\$ 1,935,840	\$ 2,229,377	\$ 2,789,292	\$ 2,655,889	\$ 71,838	\$ 2,727,727	\$ (61,565)	-2.21%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Request	Manager's Add/Del	FY2023 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	\$ 855,562	\$ 831,717	\$ 890,374	\$ 855,878	\$ 6,838	\$ 862,716	\$ (27,658)	-3.11%
Overtime	\$ 4,729	\$ 4,293	\$ 4,418	\$ 4,476	\$ —	\$ 4,476	\$ 58	1.31%
Personal Services	\$ 860,292	\$ 836,010	\$ 894,792	\$ 860,354	\$ 6,838	\$ 867,192	\$ (27,600)	-3.08%
Contractual Services	\$ 891,561	\$ 1,179,015	\$ 1,542,000	\$ 1,487,035	\$ 65,000	\$ 1,552,035	\$ 10,035	0.65%
Utilities	\$ 82,381	\$ 95,684	\$ 129,000	\$ 127,500	\$ —	\$ 127,500	\$ (1,500)	-1.16%
Supplies	\$ (4,401)	\$ 7,560	\$ 29,500	\$ 17,000	\$ —	\$ 17,000	\$ (12,500)	-42.37%
Small Capital	\$ 106,007	\$ 111,108	\$ 194,000	\$ 164,000	\$ —	\$ 164,000	\$ (30,000)	-15.46%
Expenses	\$ 1,075,548	\$ 1,393,367	\$ 1,894,500	\$ 1,795,535	\$ 65,000	\$ 1,860,535	\$ (33,965)	-1.79%
Total 8600 Innovation & Tech.	\$ 1,935,840	\$ 2,229,377	\$ 2,789,292	\$ 2,655,889	\$ 71,838	\$ 2,727,727	\$ (61,565)	-2.21%

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Section XI: Capital Investment

FY2023 Capital Improvement Budget & Financing Plan

INTRODUCTION

A crucial aspect of the Town's operations, from providing services to its residents and businesses to equipping employees to effectively perform their jobs, requires the existence of certain basic physical assets. These assets include streets, water mains, parks, buildings, large equipment and technology. They must be purchased, maintained and replaced on a timely basis or their usefulness in providing public services will diminish. The Town's five-year Capital Improvements Program and annual Capital Budget are developed to ensure adequate capital investment in the Town's assets.

Definition of Capital Projects

A capital project is defined as a major, non-recurring expenditure that generally meets the following criteria:

- Massachusetts General Law permits the Town to issue bonds to finance the expenditure;
- The expenditure is \$25,000 or more;
- The expenditure will have a useful life of 10 years or more for buildings or building components and 5 years for vehicles and equipment; and
- Planning, engineering, or design services may be considered capital when such services are integral to a construction, renewal or replacement project that meets the criteria for a capital expenditure.

CAPITAL POLICY FRAMEWORK

The FY2023 Capital Budget was developed within the capital policy framework initially adopted by the Select Board in 1991, and subsequently amended in 2006 and 2009 to ensure adequate planning and funding for capital investment, particularly cash capital projects within the General Fund. This capital investment strategy includes the following major elements:

- Multi-year planning for capital investment;
- Debt exclusions for major capital projects; and
- Ensuring sufficient operating budget resources for maintaining capital assets.

FIVE-YEAR CAPITAL PROGRAM

Five-year capital improvement planning has been part of Lexington's budget development process for many years. Multi-year planning allows proper staging and sequencing of capital projects to smooth financing plans and to make funding needs more predictable. Capital investment requirements can vary, involving unique large projects such as a fire vehicle or a school building. Other capital investment needs are recurring such as the annual program to resurface roadways.

The five-year Capital Improvement Program includes all anticipated capital projects identified by school and municipal departments over the next five years.

The following are potential funding sources for financing the Town's capital investments:

- **Cash Financing** - The Town regularly appropriates available funds (i.e., cash financing) from the general and enterprise funds to finance certain capital investment projects. Examples of available funds are unreserved fund balance (free cash), tax levy, enterprise fund retained earnings, specialized stabilization funds, premiums received when issuing bond anticipation notes, and, when available, unexpended balances of prior years' capital articles.
- **Debt** - The Town has traditionally financed large dollar value capital projects with debt. Depending upon the project, the debt service resulting from debt-funded capital projects can be financed from a variety of sources including the General Fund (either within the Levy Limit or from a voter approved Proposition 2½ debt exclusion), Enterprise and Revolving Funds or the Community Preservation Fund (see discussion of the CPA below).

In 2019, the Town's management, Select Board and finance committees reviewed the Town's finance policies and will be implementing new strategies for funding the Town's capital plan. This includes increasing cash financing of projects, particularly the items that are part of a continuing capital program, and reducing the Town's overall reliance on debt financing.

- **Other Sources** - The Town uses dedicated state aid and grant funding to finance capital investment when these funds are available.
- **Community Preservation Act (CPA) Funds** - Beginning in FY2007, following voter approval, the Town began to assess a Community Preservation Surcharge of 3% of the property tax levied against all taxable real property. For owners of residential property, the assessed value used to calculate the surcharge is net of a \$100,000 residential exemption. Community Preservation funds can be used for those purposes defined by the Community Preservation Act, MGL Ch. 44B. Such purposes include the acquisition and preservation of open space, the creation and support of community (affordable) housing, the acquisition and preservation of historic resources, and the creation and support of recreational facilities.

Beginning in FY2008, the Town began to receive State matching funds to supplement the local surcharge. Over time, as additional communities in the Commonwealth adopted the CPA surcharge, the annual percentage of state matching funds gradually decreased. In 2019, the state enacted new legislation to increase funding to the Community Preservation budget, and Lexington's annual match is expected to increase significantly. This new legislation became effective beginning in January 2020, and in November 2020, Lexington received a State match of \$1.5 million, or 29.7% of its surcharge revenue. In FY2022 the State match further increased to at total of 40.9%, or \$2.2 million. Receipts for FY2023 from the surcharge and state matching funds are preliminarily estimated at \$8.1 million, reflecting an estimated match of \$2.2 million, or 38%.

FY2023 CAPITAL FINANCING STRATEGY

The proposed financing plan for the recommended FY2023 capital budget is shown in the table below.

Capital Requests Summary					
	Free Cash/ Tax Levy	Other Funding Sources	Debt	Total	Other**
General Fund	\$ 10,594,290	\$ —	\$ 8,288,000	\$ 18,882,290	\$ —
Excluded Debt Projects	\$ —	\$ —	\$ 32,800,000	\$ 32,800,000	\$ —
Other Funding & Chapter 90	\$ —	\$ 548,747	\$ —	\$ 548,747	\$ 982,231
Water Enterprise	\$ —	\$ 2,420,000	\$ —	\$ 2,420,000	\$ —
Sewer Enterprise	\$ —	\$ 945,000	\$ 2,220,000	\$ 3,165,000	\$ —
Recreation Enterprise	\$ —	\$ 95,000	\$ —	\$ 95,000	\$ —
Community Preservation Act*	\$ —	\$ 11,322,556	\$ —	\$ 11,322,556	\$ —
Total (all Funds)	\$ 10,594,290	\$ 15,331,303	\$ 43,308,000	\$ 69,233,593	\$ 982,231

*Includes both Town and non-Town CPA funded projects.

**Other represents Chapter 90 Aid for street improvements. This item does not require a Town Meeting appropriation.

The following table, FY2023 Recommended Capital Budget, lists all FY2023 projects recommended by the Town Manager for consideration and their estimated costs by program area and funding source. The Capital Expenditures Committee has also been evaluating these requests and will issue a report and recommendations to Town Meeting.

FY2023 Recommended Capital Budget

Department	Project Description	Recommendation	Requested Funding Source(s)	ATM Article
Conservation	West Farm Meadow Preservation	\$ 28,175	CPA	10
Conservation	Wright Farm Barn Stabilization and Preservation	\$ 155,000	CPA	10
Economic Development	Hartwell District Signage	\$ 65,000	TMOD Stabilization Fund	12
Land Use	Townwide Pedestrian & Bicycle Plan	\$ 65,000	Traffic Stabilization Fund	12
Planning	South Lexington and Forbes-Marrett Traffic Mitigation Plans	\$ 175,000	Traffic Stabilization Fund	12
Planning/Engineering	Transportation Mitigation	\$ 6,824	TNC Spec. Revenue Fund	12
Total Land Use, Health and Development		\$ 494,999		
Fire	Replace Pumper Truck	\$ 650,000	Free Cash	12
Total Public Safety		\$ 650,000		
Recreation & Comm. Pgms.	Pine Meadows Improvements	\$ 95,000	Recreation RE	11
Recreation & Comm. Pgms.	Park and Playground Improvements	\$ 200,000	CPA	10
Recreation & Comm. Pgms.	Park Improvements - Athletic Fields	\$ 250,000	CPA	10
Recreation & Comm. Pgms.	Park Improvements - Hard Court Surfaces	\$ 2,500,000	CPA	10
Recreation & Comm. Pgms.	Community Park Master Plan - Lincoln Park	\$ 100,000	CPA	10
Total Culture and Recreation		\$ 3,145,000		
Public Facilities	Public Facilities Bid Documents	\$ 100,000	Free Cash	16
Public Facilities	Building Flooring	\$ 150,000	Free Cash	16
Public Facilities	School Paving and Sidewalks	\$ 145,000	Free Cash	16
Public Facilities	Mechanical/Electrical Systems Replacements	\$ 787,000	Free Cash	16
Public Facilities	Municipal Building Envelopes and Associated Systems	\$ 219,540	Tax Levy	16
Public Facilities	Townwide Roofing	\$ 428,000	GF Debt	16
Public Facilities	School Building Envelopes and Associated Systems	\$ 251,400	Free Cash	16
Public Facilities	Playground Enhancements - Pour-in-Place Surfaces	\$ 1,459,591	CPA	10
Public Facilities	Center Recreation Complex Bathrooms & Maintenance Building Renovation	\$ 915,000	CPA	10
Public Facilities	Lexington Police Station Construction	\$ 32,800,000	Exempt Debt	STM
Public Facilities	LHS Feasibility Study	\$ 1,825,000	GF Debt	TBD
Public Facilities	High School Equipment Emergency Funds	\$ 500,000	GF Debt	16
Public Facilities	Town Pool Water Heater Replacement	\$ 31,000	Free Cash	16
Total Public Facilities Department		\$ 39,611,531		
Public Works	Townwide Culvert Replacement	\$ 390,000	Free Cash	12
Public Works	Equipment Replacement	\$ 1,536,000	Water-Sewer RE/Free Cash	12
Public Works	Sidewalk Improvements	\$ 800,000	GF Debt/Free Cash/Prior Bond Auth.	12
Public Works	Townwide Signalization Improvements	\$ 125,000	Free Cash	12
Public Works	Storm Drainage Improvements and NPDES Compliance	\$ 570,000	Free Cash	12
Public Works	Comprehensive Watershed Stormwater Management	\$ 390,000	Free Cash	12
Public Works	Street Improvements	\$ 2,669,767	Tax Levy	12
Public Works	Pump Station Upgrades	\$ 2,000,000	Wastewater RE/Debt	14
Public Works	Sanitary Sewer System Investigation and Improvements	\$ 1,020,000	Wastewater Debt/User Charges	14
Public Works	Water Distribution System Improvements	\$ 2,200,000	Water RE/User Charges	13
Public Works	Hydrant Replacement Program	\$ 150,000	Water RE/Free Cash	12
Public Works	Battle Green Streetscape Improvements	\$ 4,975,000	GF Debt	12
Public Works	Municipal Parking Lot Improvements	\$ 60,000	Free Cash	12
Public Works	Public Parking Lot Improvement Program	\$ 100,000	Free Cash	12
Public Works	New Sidewalk Installations	\$ 75,000	Free Cash	12
Total Public Works Department		\$ 17,060,767		
Lexington Public Schools	LPS Technology Program	\$ 1,343,006	Free Cash	15
Total Lexington Public Schools		\$ 1,343,006		
Innovation & Technology	Application Implementation	\$ 158,500	Free Cash	12
Innovation & Technology	Network Redundancy & Improvement Plan	\$ 945,000	Free Cash	12
Innovation & Technology	Scanning - Electronic Document Management	\$ 110,000	Free Cash	12
Town Clerk	Archives & Records Management	\$ 20,000	CPA	10
Total General Government		\$ 1,233,500		

Lexington Housing Authority	Vynebrooke Village ModPHASE Modernization Project	\$ 160,790	CPA	10
Lexhab	116 Vine Street Affordable Housing Construction	\$ 5,300,000	CPA	10
Lexhab	Affordable Housing Unit Renewal	\$ 234,000	CPA	10
Total Non-Governmental Projects		\$ 5,694,790		
Total FY2023 Recommendations - All Funds		\$ 69,233,593		

CAPITAL PLAN BY FINANCING SOURCE

The following pages include tables that show the recommended FY2023 capital projects by financing source: General Fund debt; Water Fund debt; Wastewater Fund debt; Recreation and Community Programs Fund debt; Proposition 2½ excluded debt; Community Preservation Fund debt; Compost Revolving Fund debt; and cash capital (i.e., current revenue).

Each debt-related table includes the projected debt service impact of recommended projects, actual debt service on debt authorized and issued, and projected debt service on debt authorized and unissued. Finally, each table is accompanied by a written description of each recommended project.

FY2023 RECOMMENDED PROJECTS - GENERAL FUND DEBT (Table I)

TABLE I: FY2023 RECOMMENDED PROJECTS - GENERAL FUND DEBT										
		Amount Financed	Term	Interest Rate	PROJECTED DEBT SERVICE					
					FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
MUNICIPAL PROJECTS										
1	Sidewalk Improvements (\$800,000)	\$ 560,000	10	4%		\$ 14,933	\$ 78,400	\$ 76,160	\$ 73,920	\$ 71,680
2	Battle Green Streetscape Improvements	\$ 4,975,000	15	4%		\$ 132,667	\$ 530,667	\$ 517,400	\$ 504,133	\$ 490,867
Subtotal		\$ 5,535,000				\$ 147,600	\$ 609,067	\$ 593,560	\$ 578,053	\$ 562,547
FACILITIES PROJECTS										
Within-Levy Projects										
1	Townwide Roofing	\$ 428,000	10	4%		\$ 11,413	\$ 59,920	\$ 58,208	\$ 56,496	\$ 54,784
2	High School Equipment Emergency Funds	\$ 500,000	5	4%		\$ —	\$ 120,000	\$ 116,000	\$ 112,000	\$ 108,000
Subtotal		\$ 928,000				\$ 11,413	\$ 179,920	\$ 174,208	\$ 168,496	\$ 162,784
Project that is a potential candidate for debt exclusion										
1	LHS Feasibility Study	\$ 1,825,000	5	4%		\$ —	\$ 73,000	\$ 438,000	\$ 423,400	\$ 408,800
Subtotal		\$ 1,825,000				\$ —	\$ 73,000	\$ 438,000	\$ 423,400	\$ 408,800
TOTAL PROJECT COSTS		\$8,288,000				\$ 159,013	\$ 861,987	\$ 1,205,768	\$ 1,169,949	\$ 1,134,131
AUTHORIZED LEVY SUPPORTED DEBT SERVICE					FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
A	Approved and Issued					\$ 5,066,218	\$ 4,077,208	\$ 2,798,058	\$ 1,673,532	1,179,262
C	Projected Approved and Unissued					\$ 3,116,348	\$ 3,539,294	\$ 3,434,783	\$ 3,330,272	\$ 3,225,761
D	Total Debt Service on Authorized Debt					\$ 8,182,566	\$ 7,616,502	\$ 6,232,841	\$ 5,003,804	\$ 4,405,023
E	Projected New Levy Supported Debt Service (above)					\$ 159,013	\$ 861,987	\$ 1,205,768	\$ 1,169,949	\$ 1,134,131
F	TOTAL - PROJECTED LEVY SUPPORTED DEBT SERVICE				\$10,397,112	\$ 8,341,579	\$ 8,478,489	\$ 7,438,609	\$ 6,173,753	\$ 5,539,154
G	Plus: Projected Debt Service on Future Capital Projects						\$ 155,133	\$ 1,442,735	\$ 2,755,935	\$ 4,096,011
H	Less: Debt Service Funded from Special Revenue Accounts				\$ (51,933)	\$ (16,125)	\$ (132,023)	\$ (124,148)	\$ (124,148)	\$ (124,148)
I	Less: Revenue Set Aside for Paydown of Land Purchases (above)				\$ (2,320,274)	\$ —	\$ —	\$ —	\$ —	\$ —
J	Less: Proposed Use of Stabilization Fund				\$ —	\$ (54,000)	\$ —	\$ —	\$ —	\$ —
K	Total Offsets to Projected Levy Supported Debt Service (H+I+J)				\$ (2,372,207)	\$ (70,125)	\$ (132,023)	\$ (124,148)	\$ (124,148)	\$ (124,148)
L	PROJECTED NET LEVY SUPPORTED DEBT SERVICE (F+G+K)				\$ 8,024,905	\$ 8,271,454	\$ 8,501,599	\$ 8,757,196	\$ 8,805,540	\$ 9,511,017

Municipal Projects

1. **Sidewalk Improvements - \$800,000 (\$560,000 General Fund Debt; \$3,077 Free Cash; & \$236,923 Prior Bond Authorizations):** This request seeks funds to rebuild and/or repair existing sidewalks that are in poor condition. DPW (in conjunction with various committees and town departments) generates a list each year of sidewalks most in need of repair/replacement, based on four determining factors:
 - 1) Is the sidewalk unsafe for travel due to trip hazards, defects, etc.
 - 2) Is the sidewalk within the Safe Routes to School Program
 - 3) Is the volume of pedestrian traffic heavy, light or average
 - 4) Is the general condition of the sidewalk poor, fair or good which dictates treatments such as full reconstruction, overlay or patching

DPW currently reviews the condition for 30% of town sidewalks annually, which is used to identify the work to be done. Sidewalks considered for FY2023 funding include:

- Lowell St. from Woburn St. to Fulton Rd. (East side)
- Heritage Dr.
- Partridge Rd.
- Gould Rd. from Dewey to Turning Mill Rd.
- South Rindge Ave.
- Bow St.
- Waltham St. from Park Dr. to Worthen Rd. (West side)
- Village Circle
- Sanderson Rd.
- Bryant Rd.
- Orchard Lane
- Demar Rd. from Turning Mill to #26
- Dewey Rd. from Grove St. to Gould Rd.
- Royal Circle
- Reconstruction of Ramps, Townwide

The following table presents the recent history of Sidewalk appropriations:

FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
\$ 600,000	\$ 600,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000

2. **Battle Green Streetscape Improvements - \$4,975,000 (General Fund Debt):** This request will fund the remaining design, construction and project management for the roadways around the Lexington Battle Green, which currently includes a preferred roundabout alternative for the intersection with Hancock Street and Massachusetts Avenue. Prior authorizations from FY2013 and FY2016 funded a review of the pedestrian and vehicular safety and flow in and around the Battle Green, ways to enhance the access and visibility of the historical sites and how it relates to the overall Center Streetscape Project. A conceptual plan has been developed and will be further refined through the remaining design phase and public outreach process. The funding for both final design and construction is being requested for this Town Meeting to allow for the work to be completed in advance of the 250th anniversary of the Battle of Lexington.

Facilities Projects

In 2020, the Department of Public Facilities conducted an evaluation of all the Town's building-related capital assets. This study produced a detailed report on the current condition of DPF assets, including a 20-year Master Plan for renovations and replacements of all town buildings and systems. Due to timing of receipt of the report, and DPF's focus on ensuring ongoing operations and town and school buildings during the pandemic, recommendations from the report have not been incorporated into this budget. Initial conversations with policy makers on insights gleaned from the report data will begin in early 2022, and we expect that staff will further update and prioritize the long-term capital plan in a way that is financially feasible and and best protects the Town's capital assets.

1. **Townwide Roofing - \$428,000 (General Fund Debt):** A priority for this FY2023 request is to replace a significant portion of the Central Administration Building's asphalt shingle roof which is necessary to prevent water infiltration.
2. **High School Equipment Emergency Funds - \$500,000 (General Fund Debt):** The Lexington High School is a building with many needs, both in terms of the ability to house a high performing educational program and the physical facility itself. The facility continues to age and some systems have exceeded their useful life. The Facilities department continues to perform regular preventative maintenance, however some systems are still in danger of failing. The Town has begun planning for a significant construction project in the coming years, and the Lexington School Committee has submitted a Statement of Interest to the MSBA for consideration of a new or refurbished high school. While waiting on that invitation, and the construction that will follow, this request would provide a funding authorization to repair or replace a major mechanical system in an emergency situation only. This debt authorization will remain open and available for expenditure until a new or refurbished facility is operational, and at that time any unused portion would be rescinded.

Potential Candidate for Debt Exclusion

1. **LHS Feasibility Study - \$1,825,000 (General Fund Debt):** Lexington High School (LHS) was renovated in 2000 to a capacity of 1,842 students. In 2014 and 2015, pre-fabricated buildings were added to the campus, increasing the number of classrooms. The January 28, 2015 Symmes Maini & McKee Associates (SMMA) Lexington Public Schools Master Plan Report identified the "classroom" capacity of LHS to be 2,270 students, though also identifying that core areas would still be overcrowded. This existing capacity was projected to provide sufficient classroom space for the next five years. From the SMMA Master Plan, a School Building Project Consensus Plan was developed that identified adding capacity to the middle schools, elementary schools, and pre-Kindergarten, as the priorities over the next five years. School Committee submitted a Statement of Interest (SOI) to the Massachusetts School Building Authority (MSBA) to evaluate LHS for insufficient educational capacity and system upgrades. Should the MSBA select the Lexington SOI, funding would be required for the Feasibility Study. The SOIs submitted to the MSBA in 2019 and 2020 were not selected to move forward. In February 2021, the School Committee again submitted an SOI to the MSBA and expect to hear if the LHS project is selected in the Spring of 2022.

FY2023 RECOMMENDED PROJECTS - WATER FUND DEBT (Table II)

TABLE II: FY2023 RECOMMENDED PROJECTS - WATER DEBT										
	Project	Amount Financed	Term	Interest Rate	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
1	None proposed.	\$ —	---	---		\$ —	\$ —	\$ —	\$ —	\$ —
TOTAL PROJECT COSTS		\$ —				\$ —	\$ —	\$ —	\$ —	\$ —
AUTHORIZED WATER DEBT SERVICE					FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
A	Subtotal: Authorized and Issued					\$ 912,421	\$ 755,385	\$ 602,118	\$ 578,456	\$ 550,265
B	Subtotal: Approved and Unissued (short and long-term)					\$ 324,733	\$ 730,400	\$ 716,893	\$ 703,387	\$ 689,880
C	Total: Debt Service on Authorized Debt					\$1,237,154	\$1,485,785	\$1,319,011	\$1,281,843	\$1,240,145
D	Subtotal: Projected Debt Service on Proposed Capital Projects					\$ —	\$ —	\$ —	\$ —	\$ —
E	TOTAL PROJECTED WATER DEBT SERVICE				\$1,179,794	\$1,237,154	\$1,485,785	\$1,319,011	\$1,281,843	\$1,240,145

No recommendations for debt financing.

FY2023 RECOMMENDED PROJECTS - WASTEWATER FUND DEBT (Table III)

TABLE III: FY2023 RECOMMENDED PROJECTS - WASTEWATER DEBT										
Project		Amount Financed	Term	Interest Rate	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
1	Pump Station Upgrades (\$2,000,000)	\$1,500,000	10	4%		\$ 40,000	\$ 210,000	\$ 204,000	\$ 198,000	\$ 192,000
2	Sanitary Sewer System Investigation and Improvements (\$1,020,000)	\$720,000	10	4%		\$ 19,200	\$ 100,800	\$ 97,920	\$ 95,040	\$ 92,160
TOTAL PROJECT COSTS		\$2,220,000				\$ 59,200	\$ 310,800	\$ 301,920	\$ 293,040	\$ 284,160
AUTHORIZED SEWER DEBT SERVICE					FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
A Subtotal: Authorized and Issued Debt						\$ 1,180,823	\$ 929,070	\$ 854,074	\$ 768,437	\$ 691,035
B Subtotal: Approved and Unissued Debt (short and long-term)						\$ 396,861	\$ 749,685	\$ 735,828	\$ 721,972	\$ 708,115
C Total: Debt Service on Authorized Debt						\$1,577,684	\$1,678,755	\$1,589,902	\$1,490,409	\$1,399,150
D Subtotal: Projected Debt Service on Proposed Capital Projects						\$ 59,200	\$ 310,800	\$ 301,920	\$ 293,040	\$ 284,160
E TOTAL PROJECTED SEWER DEBT SERVICE					\$1,464,513	\$1,636,884	\$1,989,555	\$1,891,822	\$1,783,449	\$1,683,310

- Pump Station Upgrades - \$2,000,000 (\$1,500,000 Wastewater Debt, \$500,000 Wastewater Retained Earnings):** This is an ongoing program to upgrade Lexington's ten sewer pumping stations. A 2013 evaluation and capital plan was developed for the Town with the assistance of Wright-Pierce, including a detailed engineering survey of the pump stations. The survey helped determine current and future needs, timetable and probable costs for the proposed work. Construction has been completed on the pump stations at Worthen Road, Marshall Road and Constitution Road. Design has been finalized for construction at the Hayden Avenue pump station and the recent bid process resulted in significant cost increases over original projections. Design is underway and near completion for the North Street pump station, and given the recent bid results the construction cost for the North Street pump station has increased significantly to reflect current market prices. The goal of this program is to upgrade all of the pumps and support systems to enable better energy efficiency and avoid emergency expenditures.

2. **Sanitary Sewer System Investigation and Improvements - \$1,020,000 (\$720,000 Wastewater Debt, \$300,000 Wastewater User Charges):** This is an annual program that provides for rehabilitation of sanitary sewer infrastructure. Work will include replacement or repair of deteriorated sewers, force mains and manholes in order to improve flow and reduce inflow and infiltration into the system. Engineering investigation and evaluation will continue on sewers throughout town, including those in remote, hard to access areas. These capital investments improve the operation of the sewer system, reduce backups and potential overflows, prevent system malfunctions and reduce the measured flows through the MWRA meter.

Beginning in FY2021, the funding source for this ongoing capital replacement program has been gradually shifting to Wastewater user charges, with the ultimate goal of transitioning the entire program to cash funding over 10 years. While rate payers may pay slightly higher wastewater rates in the short-term, significant debt service savings will be realized, resulting in lower overall costs in the long-term.

FY2023 RECOMMENDED PROJECTS - RECREATION FUND DEBT (Table IV)

TABLE IV: FY2023 RECOMMENDED PROJECTS - RECREATION and COMMUNITY PROGRAMS DEBT										
	Project	Amount Financed	Term	Interest Rate	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
1	None Proposed	\$ —	---	---		\$ —	\$ —	\$ —	\$ —	\$ —
	TOTAL PROJECT COSTS	\$ —				\$ —	\$ —	\$ —	\$ —	\$ —
AUTHORIZED RECREATION REVENUE DEBT SERVICE					FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
A	Subtotal: Approved and Issued Debt Service					\$ —	\$ —	\$ —	\$ —	\$ —
B	Subtotal: Approved and Unissued Debt Service					\$ —	\$ —	\$ —	\$ —	\$ —
C	Total: Approved Debt Service					\$ —	\$ —	\$ —	\$ —	\$ —
D	Subtotal: Projected Debt Service on Proposed Capital Projects					\$ —	\$ —	\$ —	\$ —	\$ —
E	TOTAL PROJECTED DEBT SERVICE				\$ —	\$ —	\$ —	\$ —	\$ —	\$ —

No recommendations for debt financing.

FY2023 RECOMMENDED PROJECTS - FUNDING THROUGH PROPOSITION 2½ DEBT EXCLUSION (Table V)

TABLE V: FY2023 RECOMMENDED PROJECTS - FUNDING THROUGH PROPOSITION 2½ DEBT EXCLUSION									
Project	Amount Financed	Term	Interest Rate	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Lexington Police Station Construction	\$ 32,800,000	30	—		\$ —	\$ 2,405,333	\$ 2,361,600	\$ 2,317,867	\$ 2,274,133
Total Project Cost	\$ 32,800,000				\$ —	\$ 2,405,333	\$ 2,361,600	\$ 2,317,867	\$ 2,274,133
APPROVED AND PROPOSED EXCLUDED DEBT SERVICE				FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Subtotal: Approved and Issued Debt					\$ 16,012,685	\$ 14,023,382	\$ 13,629,861	\$ 13,229,441	\$ 12,681,295
Subtotal: Approved and Unissued Debt					\$ 34,606	\$ 1,018,557	\$ 989,311	\$ 960,066	\$ 930,820
Total: Approved Excluded Debt Service					\$ 16,047,291	\$ 15,041,939	\$ 14,619,172	\$ 14,189,507	\$ 13,612,115
Subtotal: Subtotal - Projected Exempt Debt Service (above)					\$ —	\$ 2,405,333	\$ 2,361,600	\$ 2,317,867	\$ 2,274,133
Total Approved and Proposed Excluded Debt Service				\$16,747,991	\$16,047,291	\$17,447,272	\$16,980,772	\$16,507,374	\$15,886,248
Less: use of Capital Stabilization Fund to Mitigate Debt Service Impacts on Property Tax Bills				\$ (2,800,000)	\$ (800,000)	\$ (700,000)	\$ —	\$ —	\$ —
Net Excluded Debt Service				\$13,947,991	\$15,247,291	\$16,747,272	\$16,980,772	\$16,507,374	\$15,886,248

- 1. Lexington Police Station Construction - \$32,800,000 (Exempt Debt):** The existing police station opened in 1956 and lacks many basic amenities of a modern police facility. The building does not have an elevator or a sally port for prisoner access to the cell block. It also lacks a fire sprinkler system. The indoor firing range, locker rooms, garage and office spaces are inadequate. Bathrooms on the basement and second floor levels are not ADA compliant. The heating and cooling systems are inefficient and the building is served by two separate electrical systems which cause problems during outages.

In FY2017, the Town appropriated \$65,000 for a feasibility study to consider locations for constructing a new Police Station. In FY2019, the Town funded the design and engineering of a new Police Station at its current location, 1575 Massachusetts Avenue. The funding request for the demolition and reconstruction of the Police Station, and temporary relocation space, was originally planned for the 2021 Annual Town Meeting, but was postponed to allow the community to engage in conversations regarding race, social justice and the future of policing. After public engagement and reaffirming the conceptual design, final design funds were appropriated at the Fall 2021 Special Town Meeting. The request for construction funding, currently estimated at \$32,800,000, will come to the 2022 Annual Town Meeting, with a debt exclusion vote to follow in June of 2022.

FY2023 RECOMMENDED PROJECTS - Community Preservation Act Debt (Table VI)

TABLE VI: FY2023 RECOMMENDED PROJECTS - COMMUNITY PRESERVATION ACT DEBT										
	Project	Amount Financed	Term	Interest Rate	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
1	None Proposed	\$ —	---	---		\$ —	\$ —	\$ —	\$ —	\$ —
	TOTAL PROJECT COSTS	\$ —				\$ —	\$ —	\$ —	\$ —	\$ —
AUTHORIZED CPA REVENUE DEBT SERVICE					FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
A	Subtotal: Approved and Issued Debt					\$ 1,866,600	\$ 1,788,900	\$ 681,200	\$ —	\$ —
B	Subtotal: Approved and Unissued Debt					\$ 87,950	\$ —	\$ —	\$ —	\$ —
C	Total: Approved Debt Service					\$ 1,954,550	\$ 1,788,900	\$ 681,200	\$ —	\$ —
D	Subtotal: Projected Debt Service on Proposed Capital Projects					\$ —	\$ —	\$ —	\$ —	\$ —
E	TOTAL PROJECTED DEBT SERVICE				\$ 2,989,550	\$ 1,954,550	\$ 1,788,900	\$ 681,200	\$ —	\$ —

No recommendations for debt financing.

FY2023 RECOMMENDED PROJECTS - Compost Revolving Fund (Table VII)

TABLE VII: FY2023 RECOMMENDED PROJECTS - Compost Revolving Fund										
	Project	Amount Financed	Term	Interest Rate	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
1	None Proposed	\$ —	---	---		\$ —	\$ —	\$ —	\$ —	\$ —
	TOTAL PROJECT COSTS	\$ —				\$ —	\$ —	\$ —	\$ —	\$ —
AUTHORIZED REVENUE SUPPORTED DEBT SERVICE					FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
A	Subtotal: Approved and Issued Debt					\$ 157,031	\$ 126,186	\$ 121,466	\$ 116,746	\$ 102,200
B	Subtotal: Approved and Unissued Debt					\$ 58,632	\$ 56,678	\$ 54,723	\$ 52,769	\$ 50,814
C	Total: Approved Revenue Supported Debt Service					\$ 215,663	\$ 182,864	\$ 176,189	\$ 169,515	\$ 153,014
D	Subtotal: Projected Debt Service on Proposed Capital Projects					\$ —	\$ —	\$ —	\$ —	\$ —
E	TOTAL PROJECTED DEBT SERVICE				\$ 163,001	\$ 215,663	\$ 182,864	\$ 176,189	\$ 169,515	\$ 153,014

No recommendations for debt financing.

FY2023 RECOMMENDED PROJECTS - CASH CAPITAL (Table VIII)

TABLE VIII: FY2023 RECOMMENDED FUNDING FROM REVENUES (Cash by Source)										
	Project	Free Cash	Tax Levy	Water/ Sewer Retained Earnings	Recr. Retained Earnings	Enterprise Operating Funds	CPA*	Other Funds**	Total Cost	Other ***
SCHOOL PROJECTS										
1	LPS Technology Program	\$1,343,006						\$ —	\$ 1,343,006	\$ —
	SUBTOTAL	\$1,343,006	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ 1,343,006	\$ —
FACILITIES										
2	Public Facilities Bid Documents	\$ 100,000						\$ —	\$ 100,000	
3	Building Flooring	\$ 150,000						\$ —	\$ 150,000	
4	School Paving and Sidewalks	\$ 145,000						\$ —	\$ 145,000	
5	Mechanical/Electrical Systems Replacements	\$ 787,000						\$ —	\$ 787,000	
6	Municipal Building Envelopes and Associated Systems		\$ 219,540					\$ —	\$ 219,540	
7	School Building Envelopes and Associated Systems	\$ 251,400						\$ —	\$ 251,400	
8	Playground Enhancements - Pour-in-Place Surfaces						\$ 1,459,591	\$ —	\$ 1,459,591	
9	Center Recreation Complex Bathrooms & Maintenance Building Renovation						\$ 915,000	\$ —	\$ 915,000	
10	Town Pool Water Heater Replacement	\$ 31,000						\$ —	\$ 31,000	
	SUBTOTAL	\$1,464,400	\$ 219,540	\$ —	\$ —	\$ —	\$ 2,374,591	\$ —	\$ 4,058,531	\$ —
MUNICIPAL PROJECTS										
11	West Farm Meadow Preservation						\$ 28,175	\$ —	\$ 28,175	
12	Wright Farm Barn Stabilization and Preservation						\$ 155,000	\$ —	\$ 155,000	
13	Hartwell District Signage							\$ 65,000	\$ 65,000	
14	Townwide Pedestrian & Bicycle Plan							\$ 65,000	\$ 65,000	
15	South Lexington and Forbes-Marrett Traffic Mitigation Plans							\$175,000	\$ 175,000	
16	Transportation Mitigation							\$ 6,824	\$ 6,824	
17	Replace Pumper Truck	\$ 650,000						\$ —	\$ 650,000	
18	Pine Meadows Improvements				\$ 95,000			\$ —	\$ 95,000	
19	Park and Playground Improvements						\$ 200,000	\$ —	\$ 200,000	
20	Park Improvements - Athletic Fields						\$ 250,000	\$ —	\$ 250,000	
21	Park Improvements - Hard Court Surfaces						\$ 2,500,000	\$ —	\$ 2,500,000	
22	Community Park Master Plan - Lincoln Park						\$ 100,000	\$ —	\$ 100,000	
23	Townwide Culvert Replacement	\$ 390,000						\$ —	\$ 390,000	
24	Equipment Replacement	\$1,246,000		\$ 290,000				\$ —	\$ 1,536,000	
25	Sidewalk Improvements	\$ 3,077						\$236,923	\$ 240,000	
26	Townwide Signalization Improvements	\$ 125,000						\$ —	\$ 125,000	
27	Storm Drainage Improvements and NPDES Compliance	\$ 570,000						\$ —	\$ 570,000	
28	Comprehensive Watershed Stormwater Management	\$ 390,000						\$ —	\$ 390,000	
29	Street Improvements****		\$2,669,767					\$ —	\$ 2,669,767	\$982,231
30	Pump Station Upgrades			\$ 500,000				\$ —	\$ 500,000	
31	Sanitary Sewer System Investigation and Improvements					\$ 300,000		\$ —	\$ 300,000	
32	Water Distribution System Improvements			\$1,600,000		\$ 600,000		\$ —	\$ 2,200,000	
33	Hydrant Replacement Program	\$ 75,000		\$ 75,000				\$ —	\$ 150,000	
34	Municipal Parking Lot Improvements	\$ 60,000						\$ —	\$ 60,000	
35	Public Parking Lot Improvement Program	\$ 100,000						\$ —	\$ 100,000	
36	New Sidewalk Installations	\$ 75,000						\$ —	\$ 75,000	
37	Application Implementation	\$ 158,500						\$ —	\$ 158,500	
38	Network Redundancy & Improvement Plan	\$ 945,000						\$ —	\$ 945,000	
39	Scanning - Electronic Document Management	\$ 110,000						\$ —	\$ 110,000	
40	Archives & Records Management						\$ 20,000	\$ —	\$ 20,000	
	SUBTOTAL	\$4,897,577	\$2,669,767	\$2,465,000	\$ 95,000	\$ 900,000	\$ 3,253,175	\$548,747	\$14,829,266	\$982,231

OTHER CPA FUNDED PROJECTS

41	Vynebrooke Village ModPHASE Modernization Project						\$ 160,790		\$ 160,790	
42	116 Vine Street Affordable Housing Construction						\$ 5,300,000		\$ 5,300,000	
43	Affordable Housing Unit Renewal						\$ 234,000		\$ 234,000	
SUBTOTAL		\$ —	\$ —	\$ —	\$ —	\$ —	\$ 5,694,790	\$ —	\$ 5,694,790	\$ —
TOTAL		\$7,704,983	\$2,889,307	\$2,465,000	\$ 95,000	\$ 900,000	\$11,322,556	\$548,747	\$25,925,593	\$982,231

* CPA totals do not include proposed FY2023 administrative budget of \$150,000 and \$1,954,550 for debt service.

**Other Funds include the Parking Fund, TDM Stabilization Fund, Transportation Network Company (TNC) Special Revenue Fund, and Prior Bond Authorizations.

*** Other includes \$982,231 in Chapter 90 Aid for street improvements.

**** Proposed funding for the annual street resurfacing program is comprised of \$2,669,767 of tax levy dollars and an anticipated distribution of \$982,231 of Chapter 90 funds. This level of funding is intended to maintain the Town's roadway surface rating (RSR) in the mid-80s.

School Department Projects

- LPS Technology Program - \$1,343,006 (Free Cash):** This request addresses the District's strategic goal for enhancing the capacity to utilize technology as an instructional and administrative tool. The request will continue to support student access to devices to allow for innovative learning methods that integrate supportive technologies, problem-based approaches and higher order thinking skills. It also maintains and improves, when needed, current infrastructure such as networks, access points and servers.

The capital improvement request for FY2023 would provide funding for the following:

Tech Workstations - \$173,400 to replace Unit A (all classroom teachers, counselors, librarians and staff working under the teacher contract; Unit A) workstations and peripheral devices (laptops, desktops, printers and monitors). Staff workstations were primarily replaced from FY2020 funds, thus minimal replacements are budgeted for this cycle. (150 laptops @ \$1,075 each, 5 laptops/workstations @ \$1,000 each, 10 printers @ \$440 each, and 10 monitors @ \$275 each)

PreK-5 Mobile Devices - \$105,300 to replace 260 Grade 1 iPads across all district Grade 1 classes due to current devices having reached their end of life. (260 iPads @ \$405 each)

1:1 Middle School Program - \$212,610 to purchase 570 Chromebooks for 6th graders entering Diamond and Clark Middle Schools. All middle school students have 1:1 devices and the devices follow them through middle school (three-year life span). Generally, by the end of middle school, many devices have reached their end of life due to use. (570 Chromebooks @ \$373 each)

1:1 at Lexington High School - \$180,480 to purchase 640 Chromebooks for 9th graders. All high school students, once provided a device in 9th grade or upon entering the high school, have the device through their senior year (four-year life span). (640 Chromebooks @ \$282 each)

Science/Technology/Engineering/(Art)/Math (STEM/STEAM)/Computer Science - \$80,800 to update district computer labs at either the Middle School/High School level and purchase STEM/STEAM based curricular materials. (two labs @ \$37,400 each, \$6,000 for STEM/STEAM Materials)

Interactive Projectors/Whiteboard Units and Document Cameras - \$240,416 to replace 48 interactive projectors districtwide. This equips buildings with a touch-activated interactive system with a new ceramic whiteboard and soundbar. The replacements will begin with the oldest model per school until all systems are within a 5-year window with all of the same functionality. The request will also replace 28 document cameras at middle schools, with remaining schools planned in future years. As part of new school construction, some schools have newer document cameras and other schools have had document cameras replaced prior to this year. (48 projectors @ \$4,640 each, 28 document cameras @ \$632 each)

District and Building Network Infrastructure - \$330,000 to replace switches at the high school that control internet and internal connections (\$40,000), replace switches districtwide that support internal connections in schools (\$90,000), and replace the electronic devices that support the schools' virtual networks (\$200,000).

Server/Storage Infrastructure - \$20,000 to maintain and upgrade any server-related hardware.

Department of Public Facilities Projects

2. **Public Facilities Bid Documents - \$100,000 (Free Cash):** This is an annual request for funding professional services to produce design development, construction documents and/or bid administration services for smaller projects in anticipation of requests for construction funding at town meeting that have a high probability of approval. This will ensure that both municipal and school projects can be completed in the then-current construction season, which is particularly important for the timely completion of school building projects given the short window between the end of school in June and the end of summer.
3. **Building Flooring - \$150,000 (Free Cash):** Initiated in FY2011, this is an annual request for funds to be used for the replacement of flooring systems in municipal and school buildings. The goal of this annual program is to ensure failing floor surfaces are replaced and are safe for all users. The FY2023 request will begin a systematic replacement of classroom flooring from Vinyl Composite Tile to Linoleum Vinyl Tile at Bowman, Bridge, Clarke, Fiske and Harrington schools. In FY2022, second floor hallway floors at Fiske Elementary School were replaced, as were floors in four classrooms at the high school, the field house basketball court and the Town Office Building.
4. **School Paving and Sidewalks - \$145,000 (Free Cash):** This capital request provides 'as needed' replacement of sidewalks, bus loops and parking areas on school grounds. Extraordinary repairs for school paving areas are necessary to maintain parking and pedestrian surfaces in a condition suitable for public safety and highlights the Safe Routes to School. The FY2023 request will specifically fund sidewalk panel replacements and parking and roadway improvements at Clarke Middle School which are currently in poor condition.
5. **Mechanical/Electrical Systems Replacements - \$787,000 (Free Cash):** This request is part of an annual replacement of HVAC and electrical systems that have exceeded their useful lives and require replacement before excessive failures occur. This appropriation will address items identified in the 20-year Master Plan.
6. **Municipal Building Envelopes and Associated Systems - \$219,540 (Tax Levy):** This ongoing capital request, originally approved for funding in the 2006 Proposition 2½ Override, includes repair and replacement projects for the maintenance and upgrade of municipal buildings and systems. The FY2023 request seeks funding to begin a window replacement project at the Lexington Community Center. Windows in the mansion section of the building are single pane, difficult to open and have significant air leaks, and this funding will replace them with a safer and more energy efficient option.
7. **School Building Envelopes and Associated Systems - \$251,400 (Free Cash):** The purpose of this ongoing capital request is to perform annual prioritized extraordinary repairs and modifications to school buildings and systems. Specifically, the FY2023 request will be used to address water and air infiltration issues at the Central Administration Building by repairing or replacing gaskets, caulking, doors and windows.

8. **Playground Enhancements - Pour-in-Place Surfaces - \$1,459,591 (CPA):** Older playgrounds use bark mulch as their safety surfacing, which is not stable and is regularly washed out or kicked out by students using the play equipment. When this occurs, the 12-inch impact absorbent surfacing requirement is no longer being met, which could result in serious injuries if or when a student falls. Pour In Place (PIP) safety surfacing is a rubber/urethane product being used in all new playground installations. Benefits include better drainage, consistent safety surface, and faster snow melt, enabling use of the playground during colder months. Replacement of the playground surfaces at the Bowman, Bridge and Estabrook elementary schools is proposed during the summer of 2022, as well as a completely new playground at the Fiske elementary school.
9. **Center Recreation Complex Bathrooms & Maintenance Building Renovation - \$915,000 (CPA):** This request is for construction costs associated with renovation of the bathrooms and maintenance building at the Center Recreation Complex. The project will renovate the bathrooms, repair the plumbing system, and install new fixtures. In addition, the storage area currently used by DPW staff to maintain the athletic fields in the area, will be renovated to better support those efforts.
10. **Town Pool Water Heater Replacement - \$31,000 (Free Cash):** This request will replace the water heater at the town pool complex which provides hot water to the 11 sinks and 18 showers at the complex, located in both locker rooms, the family bathroom/locker room and the outdoor showers on the pool deck. The existing water heater was installed in 2013 and is approaching end of life. At this time, replacement with an oil based heating unit is proposed. Staff are reviewing electric alternatives.

Municipal Projects

11. **West Farm Meadow Preservation - \$28,175 (CPA):** This request is to preserve approximately 10 acres of meadow at West Farm to improve passive recreation opportunities, enhance wildlife and plant habitat, and create a renewed connection to Lexington's history through the recovery of stone walls and scenic vistas.
12. **Wright Farm Barn Stabilization and Preservation - \$155,000 (CPA):** This is a first phase request to stabilize the shell of the Barn structure at Wright Farm to prevent weather and water damage by fixing or replacing the windows, gutters, down spouts, and roof shingles. In addition, ponding water in the lowest level below grade needs to be addressed.
13. **Hartwell District Signage - \$65,000 (Hartwell Transportation Management Overlay District (TMOD) Stabilization Fund):** This is a request to add new signage on Hartwell Avenue and the jughandle on Bedford street to address safety issues as well as to support economic vitality by drawing attention to the commercial corridor - Hartwell Innovation Park.
14. **Townwide Pedestrian & Bicycle Plan - \$65,000 (Traffic Stabilization Fund):** This request is to develop a Townwide Pedestrian and Bicycle Plan, which will compile existing conditions data, identify and prioritize future improvements to the streets, sidewalks, shared use paths to more safely accommodate pedestrians, rollers and bicyclists and provide meaningful connections to the region's active transportation network. The plan will provide a framework for the Transportation Safety Group (TSG) to address safety requests, prioritize sidewalk requests and inform capital plan budget decisions. The Plan will update the sidewalk prioritization plan and sidewalk request process to address locations with the most need and those that will create the most community benefit.

15. **South Lexington and Forbes-Marrett Traffic Mitigation Plans - \$175,000 (Traffic Stabilization Fund):** This request is to develop two Traffic Mitigation Plans: one for the South Lexington Transportation Management Overlay District (TMOD) and the second for Forbes-Marrett TMOD. The South Lexington TMOD encompasses the intersection of Spring Street and Hayden Avenue and most of Hayden Avenue. The Forbes-Marrett TMOD encompasses the Marrett Road and Forbes Street intersection. Traffic Mitigation Plans are a critical part of justifying mitigation payments from private development in the area and are required for proper implementation of the TMODs. In addition, the Plans outline projects and strategies to use mitigation funds to reduce single occupancy vehicle trips, increase safety and reduce traffic congestion.
16. **Transportation Mitigation - \$6,823.50 (Transportation Network Company (TNC) Special Revenue Fund):** This annual capital request is to support the ongoing work of the Transportation Safety Group (TSG). The TSG is staffed by the Planning, Engineering, School and Police Departments. Between FY2008 and FY2011, Town Meeting appropriated funds to collect data, perform analysis, review citizen requests and recommendations for various townwide transportation improvements in support of the Traffic Mitigation Group (dissolved in 2012 and later reconstituted as the TSG). Anticipated projects for the FY2023 funds include study and creation of school zones; on-call engineering services to quickly address safety requests and address road design to reduce speeds where needed; and to apply to MassDOT to reduce certain regulatory speed limits.
17. **Replace Pumper Truck - \$650,000 (Free Cash):** This request will replace the fire department's 2004 pumper truck that is currently being used as a mechanical reserve. In general, fire equipment has an anticipated useful life of 20 years. Lexington typically uses a truck in the front-lines for 10-years, followed by 10-years as a mechanical reserve. The 2004 pumper saw extensive front-line use when a previous pump had mechanical issues, which caused additional wear and tear to this piece.
18. **Pine Meadows Improvements - \$95,000 (Recreation Retained Earnings):** This request will fund installation of new fairway bunkers on the 2nd and 7th holes as well as a greenside bunker at the 8th hole, reconstruction of the bunker on the 9th green, expansion of the tee at the 9th hole, reconstruction of the middle tee on the 8th hole, and completion of the design and engineering work associated with the cart path restoration and renovation on the 5th hole.
19. **Park and Playground Improvements - \$200,000 (CPA):** This request will update and replace playground equipment, safety surfacing and various other amenities at Kinneens Park. The existing playground equipment was last replaced in 2004. The proposed improvements will result in the park being in compliance with the Consumer Product Safety Commission (CPSC), the American Society for Testing and Materials (ASTM) and the American with Disabilities Act (ADA).
20. **Park Improvements - Athletic Fields - \$250,000 (CPA):** This ongoing multi-year capital program is to address safety and playability concerns as well as provide adequate and safe field conditions. This program funds improvements to athletic fields, including renovations to natural turf, drainage, new irrigation systems, and site amenities including benches and backstops. The FY2023 funds will be used for such improvements to the Fiske School Fields. Based on recommendations from a 2017 ADA Compliance Study, additional walkways will be installed to provide accessibility to the various ball field team areas as well as to the share outfields. If approved, renovations will begin in the Fall of 2022.

21. **Park Improvements - Hard Court Surfaces - \$2,500,000 (CPA):** This request will renovate the Farias Basketball Courts and Gallagher Tennis Courts. The project will include the construction of post tension court surfaces for basketball and tennis/pickleball. In addition to new courts, the project will provide new fencing, athletic equipment, storage shed, shelter, site amenities, tennis practice backboards, and signage. Due to the extensive use that they receive, a complete reconstruction of the the courts and installation of new practice boards will be needed.
22. **Community Park Master Plan - Lincoln Park - \$100,000 (CPA):** This request is to complete a master plan for Lincoln Park to provide a strategic road map for implementing improvements, enhancements, and upgrades at Lincoln Park in upcoming years. Significant investments are planned in the coming 5 years, including field replacements and upgrades to the playground and fitness stations. The master plan will incorporate feedback from the Lincoln Park-Sub Committee, Recreation Committee, Conservation Commission, and community stakeholders, and result in a coordinated, holistic approach when implementing planned capital improvement projects at Lincoln Park.
23. **Townwide Culvert Replacement - \$390,000 (Free Cash):** This request is part of an ongoing program to proactively replace culverts prior to catastrophic failure, which will allow for proper design considerations and funding while also minimizing the impact to residents through unexpected road closures and flooding. A comprehensive Culvert Asset Management Plan guides the work to replace culverts in town; which is a companion effort with the ongoing Watershed Management Plan. Final design has been completed for culverts at Constitution Road and the Valleyfield area. Construction is underway for phase 1 of Constitution Road; Valleyfield/Waltham Street will be bid soon.
24. **Equipment Replacement - \$1,536,000 (\$1,246,000 Free Cash, \$145,000 Water Retained Earnings, \$145,000 Sewer Retained Earnings):** This is an annual request to replace equipment that is beyond its useful life and whose mechanical condition no longer meets the requirements of the Department of Public Works (DPW). The DPW has an inventory of 146 pieces of equipment including sedans, hybrid SUVs, construction vehicles and specialized equipment used to mow parks, plow snow, repair streets and complete a variety of other projects. Without regular equipment replacement, the efficiency and cost effectiveness of the DPW's operations would be handicapped due to equipment down time and excessive repair costs.

Each piece of equipment is inventoried with original and current replacement cost, state of condition and replacement time interval. Replacement intervals vary from 5 to 20 years and are based on manufacturer recommendations and use (type and duration).

The selection of vehicles to be replaced begins with the proposed replacement date. Then each vehicle is assessed as to its mechanical condition and work requirements. The systematic replacement program defines what equipment is expected to need replacement during the next five years with the intent of preventing any unexpected emergency purchases. Annual updates are conducted by the Equipment Maintenance Division, Division Superintendents and reviewed by the Manager of Operations and Director of Public Works.

The FY2023 request, by funding source, is shown in the table below.

Equipment	Free Cash	Sewer RE	Water RE	Total
6 Wheel Dump with Snow Plow	\$ 50,000	\$ 87,500	\$ 87,500	\$ 225,000
Utility Service Truck		\$ 57,500	\$ 57,500	\$ 115,000
Drain Flushing & Vacuum Truck	\$ 500,000			\$ 500,000
Boom Flail Mower	\$ 45,000			\$ 45,000
Autonomous Paint Striping Machine	\$ 52,000			\$ 52,000
Wheeled Excavator	\$ 230,000			\$ 230,000
Loader Mounted Snow Blower	\$ 170,000			\$ 170,000
Sign Machine	\$ 63,000			\$ 63,000
Toro Workman	\$ 40,000			\$ 40,000
Small Front End Loader	\$ 96,000			\$ 96,000
Total	\$ 1,246,000	\$145,000	\$145,000	\$ 1,536,000

25. **Sidewalk Improvements (\$800,000) - \$800,000 (\$560,000 General Fund Debt; \$3,077 Free Cash & \$236,923 Prior Bond Authorizations):** See detailed description under Table I - General Fund Debt.
26. **Townwide Signalization Improvements - \$125,000 (Free Cash):** This is an annual request for funds to update traffic and pedestrian signals in Lexington. A signal inventory and compliance study has been completed, which includes ADA compliance, condition assessment, signal timing, delays and prioritization recommendations. Most work has been completed at the intersection of Massachusetts Avenue and Worthen Road; once pole relocations are complete the final course of asphalt will be placed and final pavement markings painted to complete the project. The FY2023 request is anticipated to address the Lowell Street intersections with North Street and East Street.
27. **Storm Drainage Improvements and NPDES Compliance - \$570,000 (Free Cash):** This is an annual request to replace and supplement existing drainage structures, issues typically uncovered during roadway related construction activity. Funds will also be used for continued compliance with the Environmental Protection Agency (EPA) Phase II regulations which help improve the water quality of Lexington's streams and ponds. Approximately \$300,000 of this funding request is for compliance with the construction-related portions of the National Pollutant Discharge and Elimination System (NPDES) minimum control measures as mandated by the EPA in the stormwater general permit. The permit also requires the Town to comply with requirements for illicit discharge detection and elimination (IDDE), best management practices (BMP), installation, and retrofits. The remaining \$270,000 will be used to repair/replace drainage structures encountered during road construction, repair other drainage areas of concern in the Town and improve stormwater issues discovered during NPDES investigation work. Current drainage improvements are being performed throughout the Oakland Street neighborhood. The IDDE program has continued with two summer interns and work is underway on the design of numerous BMPs, as well as drainage improvements in other areas of town. The preemptive repair of existing drainage structures will reduce damage to structures themselves, existing pavement, and private and public property.

28. **Comprehensive Watershed Stormwater Management - \$390,000 (Free Cash):** DPW, Engineering and Conservation collaborate on this annual capital request which addresses drainage/brook management issues. The request funds the continuing design and implementation of watershed plans and the construction of priorities established in those plans. Staff has reviewed three watershed plans already completed (Charles River, Shawsheen River and Mystic River) and developed a prioritization schedule with built-in flexibility pending unforeseen changes. Requested funding will be used to move forward with those prioritized areas. Oxbow/Constitution phase 1 is currently under construction, and the first phase of Valleyfield/Waltham Street will be bid soon. Long-term benefits of the program include prevention of property damage, reduction in liability and overall improvement to the health of Lexington's waterways.
29. **Street Improvements - \$3,651,998 (\$2,669,767 Tax Levy, \$982,231 Chapter 90 funding):** This is an annual request for the street resurfacing and maintenance program. In addition to the \$2,669,767 appropriated from the tax levy, \$982,231 of Chapter 90 funds will be utilized. (Chapter 90 funding is based on Lexington's most recent allocation and on the current state allocation of \$200 million statewide.) Funds will be used for design, inspections, planning, repair, patching, crack sealing and construction of roadways and roadway related infrastructure including repair and installation of sidewalks. A preliminary list of the streets to be repaired under this article is currently being developed. A pavement management system is utilized to assist in analyzing the road network and selecting roadways for repairs. This funding will allow for the proper improvements and repair of Lexington's streets and sidewalks, increasing their quality and safety.

Street Improvements - Financing Components	
	FY2023
2001 Override Increased by 2.5% per year	\$ 741,812
Maintenance of unallocated revenue from FY2012 Revenue Allocation Model	\$ 281,234
Maintenance of unallocated revenue from FY2013 Revenue Allocation Model	\$ 164,850
FY2014 Health Insurance Savings	\$ 1,100,000
Additional Tax Levy Funding	\$ 381,871
Estimated Chapter 90 Aid	\$ 982,231
	Total \$ 3,651,998
	Without Chapter 90 \$ 2,669,767

30. **Pump Station Upgrades - \$2,000,000 (\$1,500,000 Wastewater Debt, \$500,000 Wastewater Retained Earnings):** See detailed description under Table III: Wastewater Fund Debt.
31. **Sanitary Sewer System Investigation and Improvements - \$1,020,000 (\$720,000 Wastewater Debt, \$300,000 Wastewater User Charges):** See detailed description under Table III: Wastewater Fund Debt.
32. **Water Distribution System Improvements - \$2,200,000 (\$1,600,000 Water Retained Earnings, \$600,000 Water User Charges):** This is an annual program that replaces unlined, inadequate, aged and vulnerable water mains, deteriorated service connections and eliminates dead ends in the water mains. Water mains were recently replaced on Vaille Avenue, significant portions of Hartwell Avenue, Peacock Farm Road, Eldred Street and White Pine Lane. Additionally, a sustaining valve was installed on Grove Street to ensure that proper pressures are maintained. Water main replacements are anticipated in the Parker Road neighborhood, and on Vine Street,

Hayden Avenue, Marshall Road, and Lowell Street from Maple Street to and including Summer Street. A booster pump is planned for the low-pressure area along Fairfield Street.

The Town has also completed a hydraulic model for the entire distribution network and an asset management plan for replacing the Town's aging water infrastructure that will ensure a proactive approach for keeping Lexington's water both safe and reliable. The model identifies areas of vulnerability, water main aging, and those areas with low volumes and pressures. The asset management plan recommends the replacing 1% of our water mains on an annual basis.

Beginning in FY2021, the funding source for this ongoing capital replacement program has been gradually shifting to Water user charges, with the ultimate goal of transitioning the entire program to cash funding over 11 years. While rate payers may pay slightly higher water rates in the short-term, significant debt service savings will be realized, resulting in lower overall costs in the long-term.

33. **Hydrant Replacement Program - \$150,000 (\$75,000 Free Cash & \$75,000 Water Retained Earnings):** This is an ongoing replacement program designed to maintain the integrity of the fire protection system throughout town. Faulty hydrants need to be replaced to meet safety requirements. A list of hydrants needing replacement is generated each year during the annual inspection and flushing of hydrants by the Water and Fire Departments. Based on discussions between the two departments, the target goal is to replace approximately 60 hydrants per year at a cost of \$2,500 per hydrant. The Town of Lexington has 1,747 fire hydrants in its fire protection system; a total of 57 hydrants were replaced in FY2021, and 12 were repaired.
34. **Municipal Parking Lot Improvements - \$60,000 (Free Cash):** This request is for the survey and design of the parking lot that extends from Fletcher Avenue on the most easterly side to the limits of the Town Office Building parcel on the most westerly side. Funds for construction/reconstruction will be requested in FY2024. The project includes reconstruction of the existing asphalt parking areas as well as new construction and reconfiguration of parking in the area nearest the Hosmer House and Police Station. This will provide for improved flow through the parking area as well as the potential for additional parking spaces pending the impacts of the Police Station design and Hosmer house move. The design and construction of the parking lot will be coordinated with the Police Station reconstruction since that project will significantly impact the existing parking lot.
35. **Public Parking Lot Improvement Program - \$100,000 (Free Cash):** This request is for the redesign of the public parking lots located in downtown Lexington, including the Depot lot, the lot between Edison Way and the Depot (CVS lot), and the lot between Waltham Street and Muzzey Street (Michelson lot). These lots are currently in fair to poor condition with inefficient circulation and parking layouts. This redesign work will include surveys and a conceptual plan development design, with the anticipated results of improved efficiency, circulation and aesthetics. More detail is needed in order to get solid estimates on the cost of construction.
36. **New Sidewalk Installations - \$75,000 (Free Cash):** This request is to fund the survey and design work for a new sidewalk along Cedar Street. This design work and public outreach will inform a future request for construction funding.

37. **Application Implementation - \$158,500 (Free Cash):** This capital program is for large application migrations and implementations. The FY2023 request covers a number of initiatives - 1) the purchase and installation of a cemetery management system to facilitate cemetery operations; 2) the purchase, installation and configuration of a scheduling and time tracking system(s) for the police and fire departments; and 3) the purchase and installation of permitting and inspections software for the Board of Health.
38. **Network Redundancy & Improvement Plan - \$945,000 (Free Cash):** This request is to build a stand alone fiber network for town computing and communications in an effort to achieve redundancy and vendor-independent capability. This will protect communication (both data and voice) between sites that are assessed as critical to the daily function and safety of the Town, and support greater use of paperless processes. Design for the network has been completed, and if approved, installation would begin in Summer 2022.
39. **Scanning - Electronic Document Management - \$110,000 (Free Cash):** This request is to scan existing physical documentation into the Town's document management systems (Laserfiche and Tyler Content Manager). This effort will support continued efforts to migrate to paperless workflows. Once workflows have been established and no additional paper records are being created, historical records are scanned to ensure a complete repository and to allow departments to reclaim the physical space previously occupied by their records.
40. **Archives & Records Management - \$20,000 (CPA):** This is an ongoing request to fund the conservation and preservation of historic municipal documents and records and to make them available on the Town's digital archives. This FY2023 request will include the 1927 blueprints for the Cary Memorial Building; Tax Warrants and Acts of Massachusetts, 1778-1823; and Police Department Journals 1874-1909. Significant progress has been made in preserving Lexington's historic documents but there remains a continuing need to preserve records from the early 1900s and make them accessible. It is projected that this will be a yearly request for treatment/digitization/microfilming of records. The preservation and conservation of permanent records for archiving creates the basis for documenting Lexington's history for the future.
41. **Vynebrooke Village ModPHASE Modernization Project - \$160,790 (CPA):** This request is for fire and other safety system upgrades to supplement state funding for a large-scale modernization project at Vynebrooke Village, operated by the Lexington Housing Authority. The overall project cost is currently estimated to be \$4,434,550.
42. **116 Vine Street Affordable Housing Construction - \$5,300,000 (CPA):** This request is to construct affordable housing at 116 Vine Street. LexHAB proposes to build six units of affordable housing that are expected to achieve near net zero energy consumption due to the use of solar panels and extensive energy conservation measures in the design of the buildings. The construction funds are the final phase in a three-phase approach that will enable the creation of six units of affordable housing that will promote economic diversity and provide much needed housing within Lexington.
43. **Affordable Housing Unit Renewal - \$234,000 (CPA):** This request is for preservation, rehabilitation and restoration of 18 LexHAB units. Nine of the units were purchased with CPA funds, and rehabilitation and preservation work is anticipated, including kitchen and bath renovations, new appliances, electrical upgrades, installation of a new doors and exterior painting to prevent failure. For the remaining nine LexHAB-operated units not secured with CPA funds, the projects will include re-roofing or roof replacement as well as exterior painting to prevent damage and failure of the structure.

Table IX: Deferred FY2023 and Proposed FY2024-FY2027 Capital Requests

Ongoing Capital Programs - General Fund							
Dept.	Project Name	Deferred FY2023	FY2024	FY2025	FY2026	FY2027	Total
<i>Innovation & Technology</i>							
	Application Implementation	\$ —	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
	Network Core Equipment Replacement	\$ —	\$ 80,000	\$ 190,000	\$ —	\$ 260,000	\$ 530,000
	Municipal Technology Improvement Program	\$ —	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000
	Network Redundancy & Improvement Plan	\$ —	\$ 450,000	\$ 220,000	\$ 110,000	\$ —	\$ 780,000
	Phone Systems & Unified Communications	\$ —	\$ —	\$ 90,000	\$ 80,000	\$ 60,000	\$ 230,000
		\$ —	\$ 830,000	\$ 700,000	\$ 390,000	\$ 520,000	\$ 2,440,000
<i>Land Use, Health and Development</i>							
	Transportation Mitigation	\$ —	\$ 40,000	\$ 60,000	\$ 100,000	\$ 100,000	\$ 300,000
		\$ —	\$ 40,000	\$ 60,000	\$ 100,000	\$ 100,000	\$ 300,000
<i>Public Facilities</i>							
	Public Facilities Bid Documents	\$ —	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000
	Building Flooring	\$ —	\$ 156,000	\$ 162,000	\$ 169,000	\$ 176,000	\$ 663,000
	School Paving and Sidewalks	\$ —	\$ 218,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 593,000
	Mechanical/Electrical Systems Replacements	\$ —	\$ 850,000	\$ 917,000	\$ 984,000	\$ 1,053,000	\$ 3,804,000
	Municipal Building Envelopes and Associated Systems	\$ —	\$ 225,029	\$ 230,655	\$ 236,421	\$ 242,332	\$ 934,437
	Townwide Roofing	\$ —	\$ 652,000	\$ 1,269,000	\$ 244,000	\$ —	\$ 2,165,000
	School Building Envelopes and Associated Systems	\$ —	\$ 257,684	\$ 264,127	\$ 270,600	\$ 277,365	\$ 1,069,776
		\$ —	\$ 2,458,713	\$ 3,067,782	\$ 2,129,021	\$ 1,973,697	\$ 9,629,213
<i>Public Works</i>							
*	Townwide Culvert Replacement	\$ —	\$ 390,000	\$ 390,000	\$ 390,000	\$ 390,000	\$ 1,560,000
	Equipment Replacement	\$ —	\$ 1,585,000	\$ 1,575,000	\$ 1,465,000	\$ 1,520,000	\$ 6,145,000
	Sidewalk Improvements	\$ —	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 3,200,000
	Townwide Signalization Improvements	\$ —	\$ 50,000	\$ 55,000	\$ —	\$ —	\$ 105,000
*	Storm Drainage Improvements and NPDES Compliance	\$ —	\$ 570,000	\$ 570,000	\$ 570,000	\$ 570,000	\$ 2,280,000
*	Comprehensive Watershed Stormwater Management	\$ —	\$ 390,000	\$ 390,000	\$ 390,000	\$ 390,000	\$ 1,560,000
	Street Improvements	\$ —	\$ 2,688,312	\$ 2,707,321	\$ 2,726,806	\$ 2,746,777	\$ 10,869,216
	Hydrant Replacement Program	\$ —	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 300,000
	<i>*Potential future funding from Stormwater Management Fee</i>	\$ —	\$ 6,548,312	\$ 6,562,321	\$ 6,416,806	\$ 6,491,777	\$ 26,019,216
<i>Schools</i>							
	LPS Technology Program	\$ —	\$ 1,391,303	\$ 1,312,551	\$ 1,411,961	\$ 1,389,538	\$ 5,505,353
		\$ —	\$ 1,391,303	\$ 1,312,551	\$ 1,411,961	\$ 1,389,538	\$ 5,505,353
	Total Capital Programs - General Fund	\$ —	\$ 11,268,328	\$ 11,702,654	\$ 10,447,788	\$ 10,475,012	\$ 43,893,782
Ongoing Capital Programs - Enterprise Funds							
Dept.	Project Name	Deferred FY2023	FY2024	FY2025	FY2026	FY2027	Total
<i>Public Works</i>							
	Pump Station Upgrades	\$ —	\$ 75,000	\$ —	\$ —	\$ —	\$ 75,000
	Sanitary Sewer System Investigation and Improvements	\$ —	\$ 1,040,404	\$ 1,061,210	\$ 1,082,431	\$ 1,104,080	\$ 4,288,125
	Water Distribution System Improvements	\$ —	\$ 2,244,000	\$ 2,288,900	\$ 2,334,670	\$ 2,381,360	\$ 9,248,930
	Hydrant Replacement Program	\$ —	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 300,000
	Water Tower(s) replacement	\$ —	\$ —	\$ 2,156,250	\$ 9,803,750	\$ —	\$ 11,960,000
		\$ —	\$ 3,434,404	\$ 5,581,360	\$ 13,295,851	\$ 3,560,440	\$ 25,872,055
<i>Recreation & Community Programs</i>							
	Pine Meadows Improvements	\$ —	\$ —	\$ 250,000	\$ —	\$ 60,000	\$ 310,000
	Pine Meadows Equipment	\$ —	\$ 95,000	\$ —	\$ 75,000	\$ 30,000	\$ 200,000
		\$ —	\$ 95,000	\$ 250,000	\$ 75,000	\$ 90,000	\$ 510,000
	Total Capital Programs - Enterprise Funds	\$ —	\$ 3,529,404	\$ 5,831,360	\$ 13,370,851	\$ 3,650,440	\$ 26,382,055

Table IX: Deferred FY2023 and Proposed FY2024-FY2027 Capital Requests

Ongoing and One-time Capital Projects - CPA Fund							
Dept.	Project Name	Deferred FY2023	FY2024	FY2025	FY2026	FY2027	Total
Land Use, Health and Development	Willard's Woods Site Improvements	\$ —	\$ 597,114	\$ —	\$ —	\$ —	\$ 597,114
Public Works	Public Grounds Irrigation Improvements	\$ —	\$ 80,000	\$ —	\$ —	\$ —	\$ 80,000
Recreation & Community Programs	Park and Playground Improvements	\$ —	\$ 150,000	\$ 800,000	\$ 835,000	\$ 250,000	\$ 2,035,000
	Park Improvements - Athletic Fields	\$ —	\$ 285,000	\$ 480,000	\$ —	\$ —	\$ 765,000
	Park Improvements - Site Amenities	\$ —	\$ 30,000	\$ —	\$ 30,000	\$ —	\$ 60,000
	Cricket Field Construction	\$ —	\$ —	\$ —	\$ 200,000	\$ —	\$ 200,000
	Lincoln Park Fitness Stations Equipment	\$ —	\$ —	\$ —	\$ —	\$ 50,000	\$ 50,000
	Lincoln Park Field Improvements	\$ —	\$ 25,000	\$ 425,000	\$ 442,000	\$ 460,000	\$ 1,352,000
Town Clerk	Archives & Records Management	\$ —	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 80,000
Total Capital Projects - CPA Funds		\$ —	\$ 1,187,114	\$ 1,725,000	\$ 1,527,000	\$ 780,000	\$ 5,219,114
One-Time Capital Projects - General Fund							
Dept.	Project Name	Deferred FY2023	FY2024	FY2025	FY2026	FY2027	Total
Fire	Replace Pumper Truck	\$ —	\$ —	\$ —	\$ 700,000	\$ —	\$ 700,000
	Ambulance Replacement	\$ —	\$ 335,000	\$ —	\$ —	\$ 375,000	\$ 710,000
Public Facilities	LHS Feasibility Study	\$ —	\$ —	\$ —	TBD	\$ —	\$ —
	LHS Science Classroom Space Mining	\$ —	\$ 200,000	\$ —	\$ —	\$ —	\$ 200,000
	Cary Library Children's Room Renovation Project	\$ —	\$ 5,580,000	\$ —	\$ —	\$ —	\$ 5,580,000
Public Works	Hartwell Ave. Compost Site Improvements	\$ —	\$ —	\$ 200,000	\$ —	\$ —	\$ 200,000
	Municipal Parking Lot Improvements	\$ —	\$ 460,000	\$ —	\$ —	\$ —	\$ 460,000
	Public Parking Lot Improvement Program	\$ —	\$ 663,000	\$ 619,000	\$ —	\$ —	\$ 1,282,000
	New Sidewalk Installations	\$ —	\$ 865,000	\$ 250,000	\$ —	\$ 3,000,000	\$ 4,115,000
	Bedford St. and Hartwell Ave. Long-Range Transportation Improvements	\$ —	\$ 1,580,000	\$ —	\$ —	\$ —	\$ 1,580,000
	Street Acceptance	\$ —	TBD	TBD	TBD	TBD	\$ —
	Public Grounds Irrigation Improvements	\$ —	\$ 120,000	\$ —	\$ —	\$ —	\$ 120,000
	Cemetery Columbarium	\$ —	\$ —	\$ 450,000	\$ —	\$ —	\$ 450,000
Recreation & Community Programs	Pine Meadows Clubhouse Renovation	\$ —	\$ 120,000	\$ —	\$ 1,680,000	\$ —	\$ 1,800,000
	Lincoln Park Field Improvements	\$ —	\$ —	\$ 775,000	\$ 806,000	\$ 838,000	\$ 2,419,000
		\$ —	\$ 9,923,000	\$ 2,294,000	\$ 3,186,000	\$ 4,213,000	\$ 19,616,000

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Appendix A: Program Improvement Request Summary



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Appendix A: Program Improvement Requests

Shared and Municipal Programs 2000 - 8000

FY2023 Recommended Budget: Program Improvements

Program Improvement Request Summary

Program	Department Requests	Recommended	Not Recommended
General Fund			
Public Facilities	\$ 99,496	\$ 43,796	\$ 55,700
Public Works	\$ 177,786	\$ 26,967	\$ 150,819
Police	\$ 256,052	\$ 95,933	\$ 160,119
Fire	\$ 187,961	\$ 48,633	\$ 139,328
Library	\$ 92,021	\$ —	\$ 92,021
Recreation - Non-Enterprise	\$ 25,000	\$ —	\$ 25,000
Human Services	\$ —	\$ —	\$ —
Land Use, Health and Development	\$ 223,670	\$ 41,184	\$ 182,486
Select Board	\$ 20,000	\$ 20,000	\$ —
Town Manager's Office	\$ 43,399	\$ —	\$ 43,399
Miscellaneous Boards and Committees	\$ 10,000	\$ —	\$ 10,000
Finance	\$ —	\$ —	\$ —
Town Clerk	\$ 94,714	\$ 30,500	\$ 64,214
Innovation & Technology	\$ 140,366	\$ 11,937	\$ 128,429
Total General Fund Requests	\$ 1,370,465	\$ 318,950	\$ 1,051,515

Non-General Fund

Water/Sewer Enterprise	\$ 101,516	\$ —	\$ 101,516
Recreation Enterprise	\$ 127,363	\$ 127,363	\$ —
Total Non-General Fund	\$ 228,879	\$ 127,363	\$ 101,516

Combined Requests Total	\$ 1,599,344	\$ 446,313	\$ 1,153,031
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GENERAL FUND		Departmental Request				Recommendation	
Program	Description						
Public Facilities		Compensation	Expenses	Benefits	Total	Recommended	Not Recommended
2630 - Shared Facilities	Update Admin Role and Make Full-time	\$ 27,000	\$ —	\$ 16,796	\$ 43,796	\$ 43,796	\$ —
2620 - Municipal Facilities	Additional Maintenance Responsibilities	\$ —	\$ 30,700	\$ —	\$ 30,700	\$ —	\$ 30,700
2620-Municipal Facilities	Maintenance of Empty Facilities	\$ —	\$ 25,000	\$ —	\$ 25,000	\$ —	\$ 25,000
Total Public Facilities		\$ 27,000	\$ 55,700	\$ 16,796	\$ 99,496	\$ 43,796	\$ 55,700
Public Works		Compensation	Expenses	Benefits	Total	Recommended	Not Recommended
3420 Recycling	Transition PT Compost Site Attendant to FT	\$ 32,429	\$ —	\$ 16,874	\$ 49,303	\$ —	\$ 49,303
3420 Recycling	W-6 position upgrade	\$ 2,496	\$ —	\$ —	\$ 2,496	\$ 2,496	\$ —
3100 Administration	Transition DPW Management Analyst from PT to FT	\$ 24,121	\$ —	\$ 350	\$ 24,471	\$ 24,471	\$ —
3300 Public Grounds	Assistant Superintendent for Public Grounds	\$ 83,895	\$ —	\$ 17,621	\$ 101,516	\$ —	\$ 101,516
Total Public Works		\$ 142,941	\$ —	\$ 34,845	\$ 177,786	\$ 26,967	\$ 150,819
Police		Compensation	Expenses	Benefits	Total	Recommended	Not Recommended
4110 Police Administration	Administrative Lieutenant	\$ 141,661	\$ —	\$ 18,458	\$ 160,119	\$ —	\$ 160,119
4120 Patrol & Enforcement	Required Police Training	\$ 41,840	\$ —	\$ 607	\$ 42,447	\$ 42,447	\$ —
4120 Patrol & Enforcement	Holding Cell Shifts	\$ 44,800	\$ —	\$ 650	\$ 45,450	\$ 45,450	\$ —
4170 Crossing Guards	Crossing Guard	\$ 7,921	\$ —	\$ 115	\$ 8,036	\$ 8,036	\$ —
Total Police		\$ 236,222	\$ —	\$ 19,830	\$ 256,052	\$ 95,933	\$ 160,119
Fire		Compensation	Expenses	Benefits	Total	Recommended	Not Recommended
4240 - Emergency Management Services	Advanced Life Support Training and Simulation Manikin	\$ —	\$ 48,633	\$ —	\$ 48,633	\$ 48,633	\$ —
4240 - Emergency Management Services	Medstat MS 500 EMS ATV and Trailer	\$ —	\$ 84,048	\$ —	\$ 84,048	\$ —	\$ 84,048
4210 - Fire Administration	Combination Wildfire Scout and Personnel Transporter ATV	\$ —	\$ 55,280	\$ —	\$ 55,280	\$ —	\$ 55,280
Total Fire		\$ —	\$ 187,961	\$ —	\$ 187,961	\$ 48,633	\$ 139,328
Library		Compensation	Expenses	Benefits	Total	Recommended	Not Recommended
5130 - Youth Services	Full-Time Youth Services Librarian	\$ 69,456	\$ —	\$ 17,411	\$ 86,867	\$ —	\$ 86,867
5120 - Adult Services	Library Fellowship	\$ 5,080	\$ —	\$ 74	\$ 5,154	\$ —	\$ 5,154
Total Library		\$ 74,536	\$ —	\$ 17,485	\$ 92,021	\$ —	\$ 92,021
Recreation - General Fund		Compensation	Expenses	Benefits	Total	Recommended	Not Recommended
Cash Capital - Non-Recreation Enterprise Fund	Community Center Furniture	\$ —	\$ 25,000	\$ —	\$ 25,000	\$ —	\$ 25,000
Cash Capital - Non-Recreation Enterprise Fund	Community Center Generator	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —
Total Recreation - General Fund		\$ —	\$ 25,000	\$ —	\$ 25,000	\$ —	\$ 25,000
Land Use, Health & Development		Compensation	Expenses	Benefits	Total	Recommended	Not Recommended
7120 - Administration	ACROSS Lexington Brochures	\$ —	\$ 5,000	\$ —	\$ 5,000	\$ 5,000	\$ —
7140 - Board of Health	Increase Public Health Nurse to Full-time	\$ 34,681	\$ —	\$ 1,503	\$ 36,184	\$ 36,184	\$ —
7200 - Planning	Senior Planner	\$ 90,000	\$ —	\$ 17,709	\$ 107,709	\$ —	\$ 107,709
7300 - Economic Development	Visitors Center Assistant Manager (PT to FT)	\$ 57,538	\$ —	\$ 17,239	\$ 74,777	\$ —	\$ 74,777
Total Land Use, Health & Development		\$ 182,219	\$ 5,000	\$ 36,451	\$ 223,670	\$ 41,184	\$ 182,486
Select Board		Compensation	Expenses	Benefits	Total	Recommended	Not Recommended
8110 - Select Board Office	Goal Setting	\$ —	\$ 20,000	\$ —	\$ 20,000	\$ 20,000	\$ —
Total Select Board		\$ —	\$ 20,000	\$ —	\$ 20,000	\$ 20,000	\$ —
Town Manager		Compensation	Expenses	Benefits	Total	Recommended	Not Recommended
8220 - Human Resources	Full-time HR Administrative Assistant (PT to FT)	\$ 26,609	\$ —	\$ 16,790	\$ 43,399	\$ —	\$ 43,399
Total Town Manager		\$ 26,609	\$ —	\$ 16,790	\$ 43,399	\$ —	\$ 43,399

Town Committees		Compensation	Expenses	Benefits	Total	Recommended	Not Recommended
8320 - Misc. Boards & Committees	Lexington Human Rights Committee Budget	\$ —	\$ 6,000	\$ —	\$ 6,000	\$ —	\$ 6,000
8320 - Misc. Boards & Committees	Lexington Council for the Arts Expanded Programming	\$ —	\$ 4,000	\$ —	\$ 4,000	\$ —	\$ 4,000
Total Town Committees		\$ —	\$ 10,000	\$ —	\$ 10,000	\$ —	\$ 10,000
Town Clerk		Compensation	Expenses	Benefits	Total	Recommended	Not Recommended
8510 - Town Clerk Admin.	Municipal Clerk Position - additional hours	\$ 10,351	\$ —	\$ 16,554	\$ 26,905	\$ —	\$ 26,905
8540 - Records Management	Archivist/Records Manager - Additional Hours	\$ 20,606	\$ —	\$ 16,703	\$ 37,309	\$ —	\$ 37,309
8530 - Elections	Election Modernization - Poll Pads	\$ —	\$ 30,500	\$ —	\$ 30,500	\$ 30,500	\$ —
Total Town Clerk		\$ 30,957	\$ 30,500	\$ 33,257	\$ 94,714	\$ 30,500	\$ 64,214
Innovation & Technology		Compensation	Expenses	Benefits	Total	Recommended	Not Recommended
8600 - IT	Administrative Assistant (PT to FT)	\$ 34,197	\$ —	\$ 16,900	\$ 51,097	\$ 6,937	\$ 44,160
8600 - IT	Applications Administrator	\$ 66,895	\$ —	\$ 17,374	\$ 84,269	\$ —	\$ 84,269
8600 - IT	Fiber Maintenance and Repair	\$ —	\$ 5,000	\$ —	\$ 5,000	\$ 5,000	\$ —
Total Innovation & Technology		\$ 101,092	\$ 5,000	\$ 34,274	\$ 140,366	\$ 11,937	\$ 128,429
Total General Fund		\$ 821,576	\$ 339,161	\$ 209,728	\$ 1,370,465	\$ 318,950	\$ 1,051,515
NON-GENERAL FUND							
Water/Sewer Enterprise		Compensation	Expenses	Benefits	Total	Recommended	Not Recommended
3610/3710 - Water/Sewer Operations	Assistant Superintendent for Water/Sewer	\$ 83,895	\$ —	\$ 17,621	\$ 101,516	\$ —	\$ 101,516
Total Water/Sewer Enterprise		\$ 83,895	\$ —	\$ 17,621	\$ 101,516	\$ —	\$ 101,516
Recreation Enterprise		Compensation	Expenses	Benefits	Total	Recommended	Not Recommended
5210 - Administration	Vehicle Replacement	\$ —	\$ 47,000	\$ —	\$ 47,000	\$ 47,000	\$ —
5220 - Recreation	Part-time Recreation Coordinator	\$ 25,000	\$ —	\$ 363	\$ 25,363	\$ 25,363	\$ —
5210 - Administration	Program Guide - Mailing & Printing	\$ —	\$ 55,000	\$ —	\$ 55,000	\$ 55,000	\$ —
Total Recreation Enterprise		\$ 25,000	\$ 102,000	\$ 363	\$ 127,363	\$ 127,363	\$ —
Total Non-General Fund		\$ 108,895	\$ 102,000	\$ 17,984	\$ 228,879	\$ 127,363	\$ 101,516

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Appendix B: Budget Information



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This document summarizes local and state law regarding town budget preparation and submission. References are made to Massachusetts General Laws, the bylaws of the Town of Lexington, the Lexington Selectmen-Town Manager Act, and the Administrative Directives of the Lexington Town Manager. Those references offering the greatest amount of information on the given topic have been listed first.

The Town Manager

The Town Manager is appointed by the Select Board to oversee the daily operations of the Town, to administer the policies and procedures of the Board, and to enforce all bylaws and actions passed at Town Meetings. The Manager is the Chief Executive Officer of the Town, and his/her authority and responsibilities are established in the Selectmen-Town Manager Act of 1968 (at page A20107 - Appendix §A201 Special Acts).

REQUEST FOR DEPARTMENTAL BUDGET INFORMATION

TO OCCUR: Annually, at Town Manager's request

REFERENCE: Selectmen-Town Manager Act §13 (Appendix §A201 Special Acts at page A20113)

The Town Manager may request all boards, departments, committees, commissions and officers of the Town, except the School Committee, to submit to him/her in writing a detailed estimate of the appropriations required for the efficient and proper conduct of the respective departments and offices during the next fiscal year.

REQUEST FOR SCHOOL BUDGET INFORMATION

TO OCCUR: Annually, at Town Manager's request

REFERENCE: Selectmen-Town Manager Act §13 (Appendix §A201 Special Acts at page A20113)

The Town Manager may request from the School Committee a total budget estimate for the next fiscal year.

The Town Manager (continued)

REQUEST FOR CAPITAL EXPENDITURES INFORMATION

TO OCCUR: Annually, at Town Manager's request

REFERENCE: Selectmen-Town Manager Act §12 (Appendix §A201 Special Acts at page A20113)
Sections 29-13 and 29-14 of the Code of the Town of Lexington

All boards, departments, committees, commissions and officers of the Town shall annually submit to the Town Manager and to the Capital Expenditures Committee in writing a detailed estimate of the capital expenditures (as defined below) required for the efficient and proper conduct of their respective departments and offices for the next fiscal year and the ensuing four year period.

Definitions of Capital Expenditures

Per Section 29-14 of the Code of the Town of Lexington, "Capital Expenditures shall mean any and all expense of a non-recurring nature not construed as an ordinary operating expense, the benefit of which will accrue to the Town over an extended period of time."

Per the Manager's budget, "A capital project is defined as a major, non-recurring expenditure including at least one of the following:

- acquisition of land for a public purpose;
 - construction of, or addition to, a facility such as a public building, water or sewer lines, or playfields, etc.;
 - rehabilitation or repair of a building, facility, or equipment; provided the cost is \$25,000 or more and the improvement will have a useful life of 10 years or more;
 - purchase of equipment costing \$25,000 or more, with a useful life of 5 years or more (all cars are defined to be non-capital items);
 - any planning, engineering or design study related to an individual capital project."
-

The Town Manager (continued)

SUBMISSION OF TOWN BUDGET TO SELECT BOARD

TO OCCUR: On the specified date

REFERENCE: Section 90-12 of the Code of the Town of Lexington
Selectmen-Town Manager Act §13 (Appendix §A201 Special Acts at page A20113)

Section 12. The Town Manager shall annually submit to the Select Board, the Appropriation Committee, and the Capital Expenditures Committee for their consideration a proposed budget, revenue statement and tax rate estimate on a date specified no later than September 30 by the Select Board after consultation with the School Committee, Appropriation Committee and the Capital Expenditures Committee.

SUBMISSION OF CAPITAL EXPENDITURES BUDGET TO SELECT BOARD

TO OCCUR: Annually

REFERENCE: Selectmen-Town Manager Act §12 (Appendix §A201 Special Acts at page A20113)

The Town Manager shall submit in writing to the Select Board and to the Capital Expenditures Committee a careful, detailed estimate of the recommended capital expenditures for the next fiscal year and the ensuing four year period, showing specifically the amount necessary to be provided for each office, department and activity and a statement of the amounts required to meet the interest and maturing bonds and notes or other indebtedness of the Town.

The Select Board

Lexington's charter establishes an elected five-member Select Board to oversee the executive branch of Town government. Select Board Members are elected for three-year terms and are responsible for the general direction and management of the property and affairs of the Town.

RECOMMENDATIONS ON TOWN BUDGET

TO OCCUR: Prior to the Annual Town Meeting

REFERENCE: Selectmen-Town Manager Act §13 (Appendix §A201 Special Acts at page A20113)
Mass. General Law Ch. 41, §60

The Select Board shall consider the proposed budget submitted by the Town Manager and make such recommendations relative thereto as they deem expedient and proper in the interest of the Town. The Select Board shall transmit a copy of the budget together with their recommendations relative thereto to the Appropriation Committee and, for its information, a copy to the Capital Expenditures Committee.

RECOMMENDATIONS ON CAPITAL BUDGET

TO OCCUR: Prior to the annual Town Meeting

REFERENCE: Selectmen-Town Manager Act §12-13 (Appendix §A201 Special Acts at page A20113)

The Select Board shall consider the capital budget submitted by the Town Manager and make such recommendations relative thereto as they deem appropriate and proper in the interests of the Town. The Select Board shall transmit a copy of the capital budget together with their recommendations relative thereto to the Appropriation Committee and to the Capital Expenditures Committee.

SUBMISSION OF BUDGET TO TOWN MEETING

TO OCCUR: At least four weeks prior to the date when the Annual Town Meeting is scheduled to consider the budget.

REFERENCE: Section 90-13 of the Code of the Town of Lexington

The Select Board shall submit a budget at the annual Town Meeting. The Select Board's proposed budget shall be distributed to the Appropriation Committee, the Capital Expenditures Committee, and to each Town Meeting Member at least four weeks prior to the date when the Annual Town Meeting is scheduled to consider it.

The Appropriation Committee

The Appropriation Committee is a nine-member board appointed by the Town Moderator. Members are appointed to three-year overlapping terms and serve to evaluate the fiscal policies and priorities set by the Select Board and the Town Meeting. The Committee advises Town Meeting Members on financial proposals, analyzes operating budget proposals, makes fiscal projections, and reviews funding for proposed capital improvements. The Committee's approval is required to use reserve funds for unanticipated operating costs.

APPROPRIATION COMMITTEE REPORT ON TOWN BUDGET

TO OCCUR: Prior to the Annual Town Meeting

REFERENCE: Section 29-11(A) of the Code of the Town of Lexington
Mass. General Law Ch. 39, §16

The Committee shall prior to each annual town meeting for the transaction of business prepare, publish and distribute by making copies available at the Office of the Town Clerk and at Cary Memorial Library, and by mailing or otherwise distributing to each town meeting member a review of the budget adopted by the Select Board to be considered at the Annual Town Meeting. This review will include the Committee's advice and recommendations with reference to the various appropriations of town funds, and other municipal matters coming before such town meeting. The Appropriation Committee shall include in its report an assessment of the budget plan based on all the data available to it concerning the next year's revenues and expenses as well as a projection for future years' revenues and expenses.

This publication may be combined with and distributed at the same time as the Capital Expenditures Committee Report (Section 29-13(B) of the Code of the Town of Lexington).

EXPLANATION OF APPROPRIATION COMMITTEE REPORT

TO OCCUR: At the annual Town Meeting

REFERENCE: Section 29-11(B) of the Code of the Town of Lexington

The Appropriation Committee shall explain its report with advice and recommendations and it shall also at each special Town meeting give its advice and recommendations with reference to any appropriation of the Town funds or other municipal matter coming before such special Town meeting.

The Capital Expenditures Committee

The Capital Expenditures Committee is a five to seven member board appointed by the Town Moderator. Members are appointed to three-year overlapping terms and consider the relative need, timing and cost of capital expenditure projects proposed for the ensuing five-year period.

CAPITAL EXPENDITURES REPORT

TO OCCUR: Prior to the annual Town Meeting

REFERENCE: Section 29-13 of the Code of the Town of Lexington

Each year the Capital Expenditures Committee shall request and receive from the Town boards and departments a list of all capital expenditures that may be required within the ensuing five-year period. The Committee shall consider the relative need, timing and cost of these projects, the adequacy thereof and the effect these expenditures might have on the financial position of the Town.

The Committee shall prior to each annual meeting for the transaction of business prepare, publish and distribute by making copies available at the office of the Town Clerk and at Cary Memorial Library, and by mailing or otherwise distributing to each Town meeting member, a report of its findings, setting forth a list of all such capital expenditures together with the Committee's recommendations as to the projects that should be undertaken within the five-year period and the approximate date on which each recommended project should be started. This publication may be combined with and distributed at the same time as the Appropriation Committee report.

Appendix C: Financial Information



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CPA Summary

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Appendix D: Glossary



Glossary

ABATEMENT - An Abatement is a reduction of a tax liability. The Board of Assessors grants abatements for real estate and personal property taxes in cases where an individual's assessed valuation is determined to be in excess of fair market value.

ACCRUAL BASIS FOR ACCOUNTING - A method of accounting that recognizes revenue when earned, rather than when collected, and recognizes expenses when incurred, rather than when paid. In Massachusetts, cities and towns must use this basis of accounting for the audited financial statements of Enterprise funds. (Also see Modified Accrual Basis of Accounting).

APPROPRIATION - An authorization granted by Town Meeting to make expenditures and to incur obligations for specific purposes. Appropriations for any expenditure specify dollar amounts, funding sources, and a period of time within which the funds must be spent. Any funds not expended within the specified time (usually one fiscal year) revert to the Unreserved Fund Balance.

APPROPRIATED BUDGET - As used in fund summaries and department summaries within the budget document, represents the current year budget as originally adopted by Town Meeting. It does not include prior year encumbrances.

ARTICLE - An article or item on the Town Warrant. There are four standard financial articles that appear in the Warrant every year: the Operating Budget Article; an Article for "Supplementary Appropriations for the Current Fiscal Year" (the current fiscal year was appropriated at the previous year's Town Meeting); an Article for Prior Years' Unpaid Bills; and an Article for supplementary appropriations for previously authorized capital improvement projects. "New" capital project requests and other special items generally appear as individual articles without a predetermined order.

ARTICLE TRANSFERS - Projects from previous year Town Meeting article appropriations occasionally have unexpended balances not required once the project is complete. The unexpended balance becomes available for future Town Meeting appropriation.

ASSESSED VALUATION - The valuation of real estate or other property determined by the Town Assessor for tax levying purposes. The Commonwealth certifies the values and methodology in determining values every five years.

ASSETS - Property, plant and equipment owned by the Town.

AUDIT - An examination of the town's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool for evaluation of the fiscal performance of a community.

BUDGETARY FUND BALANCE (also FREE CASH) - Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the Comptroller. Free cash is not available for appropriation until certified by the Director of Accounts at the Department of Revenue.

BOND - A written promise to pay a specified sum of money - called the face value or principal amount - at a specified date in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between notes, usually one year or two years in length, and a bond is that the latter runs for a longer period of time. State statute and the Select Board establish the length of a bond repayment.

BOND ANTICIPATION NOTE (BAN or Note) - A temporary note issued for no more than one or two years. This is commonly used to defer the initial pay down of debt or to accommodate reimbursement for borrowed notes from a private source or other governmental entity.

BUDGET - A plan of financial operation embodying an estimate of proposed expenditures for a given period with proposed means of financing. Lexington's budget is a financial plan that is established for a single fiscal year that begins on July 1 and ends on June 30.

BUDGET MESSAGE (Town Manager's Transmittal Letter) - The opening section of the budget that provides the Select Board, Town Meeting Members, and the general public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the recommendations of the Town Manager.

CAPITAL EXPENDITURE - A major, non-recurring expenditure involving land acquisition, construction or major rehabilitation of a facility, or purchase of equipment costing \$25,000 or more with a useful life of five years or more.

CAPITAL IMPROVEMENT PROGRAM (CIP) - A financial planning and management tool that identifies public facility and equipment requirements, presents these requirements in order of priority, and schedules them for funding and implementation.

CEMETERY FUND - See Special Revenue Fund.

CHAPTER 90 - Massachusetts General Laws Chapter 90, Section 34 authorizes the Commonwealth to allocate funds to municipalities for highway construction, preservation and improvement projects that create or extend the life of capital facilities. Routine maintenance operations such as pothole filling and snow and ice removal are not covered. The formula for determining the Chapter 90 level of funding is based on a municipality's miles of public ways, population and level of employment. Municipalities receive Chapter 90 funds for pre-approved projects on a reimbursement basis.

CHERRY SHEET - The State allocates a portion of generated revenue to municipalities each year for education and general governmental expenditures. The amount of state aid each community will receive is itemized in a financial statement printed on cherry colored paper (thus the name). The amount of revenue is a function of the State budget, which begins July 1st. Towns usually receive notification in late summer, subsequent to the beginning of the fiscal year.

COMMUNITY PRESERVATION ACT (CPA) - A local acceptance statute approved by Lexington voters in 2006. The purpose of the CPA is to fund open space, affordable housing, historic preservation and recreation projects that meet the eligibility criteria of the Act. Funding for projects comes from an annual property tax surcharge of up to three percent, which is the percentage adopted in Lexington. The local surcharge is matched by State funds collected as part of the deeds excise tax. The matching funds have ranged from 100% in 2007 to 17.8% in 2017.

COMMUNITY PRESERVATION COMMITTEE (CPC) - This nine-member appointed Committee reviews projects and determines their eligibility under the CPA. Projects that are approved by the Committee are then recommended to Town Meeting, which has the final vote on appropriating funds for each project. Members of the CPC are appointed by the Select Board (3), Planning Board, Conservation Commission, Recreation Committee, Housing Authority, Housing Partnership and Historical Commission.

COMPETITIVE BIDDING PROCESS - The process following State law requiring that for purchases of \$50,000 or more a Town must advertise, solicit and publicly open sealed bids from prospective vendors. After a review period, the Town Manager then awards a contract to the successful bidder.

CONTINUING BALANCE ACCOUNTS - At the end of a fiscal year, any unexpended balance in a continuing balance account carries forward to the next year as a type of reserve against future liabilities related to the account. Massachusetts General Laws provides for a number of continuing balance accounts including those for: workers compensation claims, property and liability uninsured losses, and unemployment compensation claims. A continuing balance account is also typically used to fund compensated absence liabilities, facility repair accounts and equipment replacement accounts.

DEBT EXCLUSION - The amount of taxes assessed in excess of the Proposition 2½ levy limit for the payment of debt service costs, subject to a popular referendum. Two-thirds of the Select Board and a majority of citizens voting must approve the exclusion. These funds are raised to retire the debt service for the project. They are not added to the tax levy limit for the following fiscal year.

DEBT SERVICE - Payment of interest and principal on an obligation resulting from the issuance of bonds.

DEPARTMENT - A division of the Town that has overall management responsibility for an operation or group of related operations within a functional area.

DEPRECIATION - 1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, and inadequacy of obsolescence. 2) That portion of the cost of a capital asset that is charged as an expense during a particular period. Depreciation is based on historic costs, not replacement value.

ELEMENT - The smallest unit of budgetary accountability, which encompasses specific and distinguishable lines of work performed for the purpose of accomplishing a function for which the Town is responsible.

ENCUMBRANCE - To encumber funds means to set aside or commit funds for a future expenditure. Encumbrances include obligations in the form of purchase orders, contracts or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved.

ENTERPRISE FUND - An account supported by user fees for a specific service that the Town operates as a separate "business" (e.g. Water, Sewer, Recreation). Enterprise funds do not depend on taxes for operating revenue as user fee revenue and expenses are balanced over the long run. Budgeting for all Enterprise Funds is done on a Generally Accepted Accounting Practices (GAAP) basis.

EXPENDITURE - Decrease in net financial resources for the purpose of acquiring and providing goods and services.

EXPENSES - Outflows or other using up of assets or incurring of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations. Expenses consist of the following objects of expenditure: Utilities, Supplies and Materials, Contractual Services, and Equipment.

FINES & FORFEITURES - Revenue collected from court fines, penalty charges for overdue taxes along with non-criminal fines are included in this category.

FREE CASH - see Budgetary Fund Balance.

FUND BALANCE - The excess of assets over liabilities.

FUNDING SOURCE - The specifically identified funds allocated to meet budget requirements/expenses.

GENERAL FUND - Revenues derived from the tax levy, state aid, local receipts and available funds are considered General Fund revenues. The General Fund is distinguished from Enterprise Funds and Special Revenue Funds.

GFOA - Government Finance Officers Association of the United States and Canada. The GFOA is a professional organization of governmental finance officers.

GRANT - A contribution by one government unit or outside agency to another governmental unit. The contribution is usually made for a specific purpose but is sometimes for general purposes.

INVESTMENT INCOME - The Town earns interest on cash held in savings accounts and invested in short-term securities. The investment goal is to ensure that all funds are invested in short-term, risk-averse investments. The Treasurer is very restricted as to the instruments in which investments can be made. The amount of investment income is a function of the amount of funds invested and the interest rate.

LIABILITY - Debt or other legal obligation which must be paid, renewed or refunded at some future date, but does not include encumbrances.

LOCAL RECEIPTS - A category of revenue sources including municipal and school department charges for services, investment income, fines and forfeitures, building permits and excise taxes. These revenues are not considered part of the Proposition 2½ Tax Levy.

MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA) - A program of the Commonwealth of Massachusetts for the purpose of assisting municipalities in the reconstruction and renewal of its public schools.

MODIFIED ACCRUAL BASIS FOR ACCOUNTING - A method of accounting that recognizes revenue when it is actually received and recognizes expenditures when a commitment is made. In Massachusetts, cities and towns must use this basis for accounting for the general government.

MOTOR VEHICLE EXCISE - All Massachusetts vehicle owners who have their vehicle(s) registered in the State of Massachusetts pay an annual motor vehicle excise tax to the city or town in which they reside. The Registry of Motor Vehicles creates a listing of all vehicles registered in Lexington and the book value assigned to each vehicle. The Town uses this information to bill all owners an annual tax equal to 2½ percent or \$25 for each \$1,000 of the vehicle's value.

MWRA - Massachusetts Water Resources Authority, from which the Town purchases water at a wholesale rate in the form of annual assessments to the Water and Wastewater (Sewer) departments.

OPEB - Other Post-Employment Benefits refer to the Town's fiscal obligation to provide health, dental and life insurance benefits to qualified retirees. Over the next 30 years, the Town's OPEB liability is approximately \$150 million. In FY2009, the Town began funding an OPEB Trust Fund for the purpose of reducing the liability. (See page C-3 for the current balance in the Fund.)

OPERATING BUDGET - The portion of the budget that pertains to daily operations, which provides basic services for the fiscal year. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

OPERATING EXPENDITURE - An ongoing or recurring cost of performing a function or providing a service. Operating expenditures include personal services, supplies and materials, utilities, contractual services, minor equipment, and debt service.

OPERATING OVERRIDE - An action taken by the voters of the town to exceed the limit placed on tax revenue growth by the State tax limitation law known as Proposition 2½. The tax levy limit can be exceeded only if a majority of residents voting approve an override. This sum is then added to the base levy for the next fiscal year and becomes a permanent addition to the tax levy limit.

OTHER EXCISE (Hotel/Motel, Meals and Jet Fuel) - Lexington hotels and motels charge an 11.7% room tax to guests, which includes a 6% local option. Lexington restaurants collect a 7.0% sales tax, which includes a 0.75% local option. A portion of the jet fuel tax collected at Hanscom airport is distributed to Lexington. These revenues are collected by the Department of Revenue and distributed to the Town of Lexington on a quarterly basis. (See page II-4 of the Revenue Section).

OTHER FEES AND CHARGES - Revenue is received from fees or charges by the Building & Zoning, and Planning Departments, and the Department of Public Works. Also included in this category are collections from ambulance fees, municipal liens, and building rentals.

OVERLAY - The amount reserved for funding property tax abatements and exemptions granted by the Board of Assessors.

PARKING FUND - Revenue from electric vehicle (EV) charging stations, town parking meters, pay-by-phone, and parking permits are deposited into the Parking Fund. This fund helps offset the costs of Police Department personal services and parking meter expenses, and Department of Public Works expenses directly related to parking lot maintenance and EV charging station maintenance and operations.

PERSONAL SERVICES - A line on the program, subprogram and element sheets which refers to the total of the following objects of expenditure: Wages, Overtime, and Other Compensation.

PROGRAM - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the Town is responsible.

PROPOSITION 2½ - A tax limitation measure passed by Massachusetts voters in 1980 which limits the growth of the total property tax levy to 2.5% per year. In other words, the total revenue allowed to be raised through real estate and personal property taxes cannot increase by more than 2.5% from one fiscal year to the next. New construction values are in addition to this limit. Two provisions within Proposition 2½ allow the citizens of a community by popular vote to authorize the Town to raise taxes above the tax levy limit: an **operating override** or a **debt exclusion**. (See page xxiii of the Town Manager's Report for an Override History.)

RECREATION FEES - Users of Town recreational facilities and teams participating in Town sponsored sports pay fees for these services. Revenue collected from these fees covers the costs of maintaining facilities, providing coaches and referees, and recreation program management, as well as some Recreation related capital improvements. These recreation programs are managed through a Recreation Enterprise Fund.

RESERVE FUND - An amount set aside annually within the budget of a city or town to provide a funding source for "extraordinary and unforeseen" expenditures. In a town, the Finance (or Appropriation) Committee can authorize transfers from this fund. (See page C-4 for the a history of the funding and use of Lexington's Reserve Fund.)

RETAINED EARNINGS - The equity account reflecting the accumulated earnings of the enterprise funds.

REVENUE - Budgetary resources. The various revenues the Town receives are listed in the Revenue Summary in the Budget Overview section. (See page II-4.)

SCHOOL REVENUE - Revenue received by Lexington Public Schools from athletic fees, as well as applicable bus transportation fees.

SENIOR MANAGEMENT TEAM - A group of top managers including department heads from ten departments and the Town Manager's Office.

SEWER & WATER CHARGES - The Town operates Water and Sewer Enterprise Funds to manage these municipal operations. Users of sewer and water services provided by the Town pay charges depending upon metered usage. Revenue received from charges for sewer and water services is used to fully support the costs of utility operations, such as Massachusetts Water Resources Authority (MWRA) assessments, debt service obligations, personal service costs, and capital projects. Charges for services are based on a three-tier block rate structure corresponding to usage. Charges rise as usage increases. The Town pays the MWRA assessments to supply water and dispose of Town sewage.

SPECIAL REVENUE FUND - A group of accounts that are funded by revenues from other sources such as the Parking, Cemetery, and Public Education Government (PEG) Access Funds.

STABILIZATION FUND - Massachusetts General Law Ch.40, Sec. 5B, allows a municipality to appropriate in any year an amount not exceeding ten percent of the amount raised in the preceding fiscal year; the aggregate amount in the fund shall not exceed ten percent of the equalized valuation of the municipality. The treasurer shall be custodian of the fund and may invest the proceeds legally; any interest earned shall remain with the fund. Money from the Stabilization Fund may be appropriated for any lawful purpose by a two-thirds vote of Town Meeting. In addition to the General Stabilization Fund, the town has stabilization funds for specific purposes, including the Transportation Demand Management Fund, Traffic Mitigation Fund, Special Education Stabilization Fund, and the Capital Stabilization Fund. (See page C-3 for the current balances in the Town's Stabilization Funds.)

TAX LEVY - The total amount to be raised through real estate and personal property taxes. Lexington property owners pay taxes to the Town based on the assessed value of their real and/or personal property. Each year the Select Board conducts a tax classification hearing to determine a tax rate. The Town Assessor makes adjustments to real estate values in order to properly reflect fair market value. In addition to real estate, businesses may also pay a personal property tax (set at the commercial rate) based on the value of their professional equipment, furniture and fixtures. The amount of taxes a property owner pays is determined by multiplying the applicable tax rate by the valuation. For example, if the tax rate is \$13 and a property's assessed value is \$1,000,000, the property owner will pay \$13 times 1,000 (\$1,000,000/1,000), or \$13,000. Tax levy revenues are the largest source of funding for the Town.

TAX LEVY LIMIT - The maximum amount that can be raised by a municipality within Proposition 2½.

TAX RATE - The amount of tax levied for each \$1,000 of assessed valuation.

TRANSPORTATION NETWORK COMPANY (TNC) SPECIAL REVENUE FUND - A 2018 state law began regulating Transportation Network Companies (TNCs - e.g., Uber and Lyft). Part of that law established a surcharge of \$0.40 per ride, of which \$0.20 is returned to the community where the ride originated. Those funds are distributed by the state each year, and must be appropriated by Town Meeting for projects that offset the impact of the TNCs.

USER FEES - Fees paid for direct receipt of a public service by the user or beneficiary of the service.